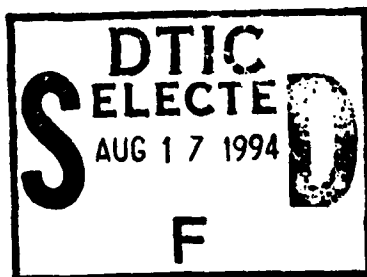


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# **FY88 Biennial Survey of Army Civilians: Formation of Item Composites and Investigation of Broad Demographic Trends**



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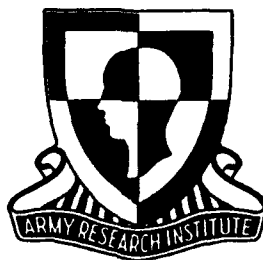
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# U.S. ARMY RESEARCH INSTITUTE FOR THE BEHAVIORAL AND SOCIAL SCIENCES

**A Field Operating Agency Under the Jurisdiction  
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## **FOREWORD**

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Nearly 40 percent of the Army's personnel resources are civilians employed in support roles throughout the world. The 485,000 members of the civilian personnel workforce are an essential component of the total Army team and contribute significantly to the accomplishment of the Army mission. The management of a workforce as complex, heterogeneous, and geographically dispersed as that of the Army civilian personnel requires more than an ordinary personnel management system.

An integrated comprehensive civilian personnel management research program is required to help improve the Army's civilian workforce. The Civilian Leadership Research Program was established in 1987 to determine how the leadership of Army civilians could be improved. This report focuses on the development of a set of baseline measures derived from responses to the FY 1988 Army-wide biennial survey of civilian personnel. The results of analysis of the different response patterns of various types or groups of employees are also presented. These results, used in conjunction with results from later biennial surveys, will make possible the identification and measurement of civilian personnel problem areas and the evaluation of the effectiveness of personnel initiatives over time.



**FY88 BIENNIAL SURVEY OF ARMY CIVILIANS: FORMATION OF ITEM  
COMPOSITES AND INVESTIGATION OF BROAD DEMOGRAPHIC TRENDS**

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# **FY88 BIENNIAL SURVEY OF ARMY CIVILIANS: FORMATION OF ITEM COMPOSITES AND INVESTIGATION OF BROAD DEMOGRAPHIC TRENDS**

## **INTRODUCTION**

For many years, the Department of Army has used questionnaires as an integral part of its program evaluation of civilian personnel management. To provide standard questionnaires, the Office of the Directorate of Civilian Personnel, Headquarters, Department of Army (ODCP HQDA) developed the employee and supervisory questionnaires in the late 1970's and began administration of the Army-wide biennial surveys. To expand the information collected for program evaluation at the Army-wide level, in FY85 ODCP HQDA initiated use of a supplemental questionnaire to be used with the employee and supervisory questionnaires in the biennial surveys of civilian personnel. However, the supplemental questionnaire was not adequate to meet Army's increased and changing program evaluation information needs (e.g., increased emphasis on information about program and managerial effectiveness). Therefore, the Army wanted to revise the questionnaires -- but not at the sacrifice of measurement accuracy and historical comparability. In addition, for use in managerial decision-making, ODCP HQDA needed to establish a mechanism for conducting relevant in-depth analyses of the data collected to date and in the future.

Also in the late 1980's, the Army initiated a major program to provide additional information and other products needed to formulate, revise, and implement effective civilian personnel policy and programs -- the civilian leader research program at the U. S. Army Research Institute for the Behavioral and Social Sciences (ARI). The framework for this research plan as provided by the Army strategic plan for civilian personnel management research: A roadmap for the future (Woolley, Croan, & Cohart, 1986). A basic requirement for implementing Roadmap was the development of baseline measures in various research areas to assess the magnitude of civilian personnel problems and evaluate the effectiveness of Army initiatives to solve the problems.

A review of the employee, supervisory, and supplemental questionnaires indicated that some of the research program's baseline measurement needs could be met through use of data from the Army's existing program evaluation questionnaires. To achieve these program evaluation and research ends, a joint project was initiated by ODCP HQDA with ARI. The goal of this project is to develop a comprehensive set of baseline measures and to conduct analyses that would help identify emerging or existing Army civilian personnel problem areas and point to steps that could be taken to address them successfully.

Today, the employee, supervisory, and supplemental questionnaires have many uses. For example, ODCP HQDA administers the three questionnaires biennially to provide current Army-wide and Major Army Command (MACOM) comparative data for other users and to provide data for use in monitoring civilian attitudes, evaluating policies and programs, answering management inquiries, and for analyses presented in management reports and in professional papers. For example, in a paper presented at a conference of the American Psychological Association, Crum (1986) compared the responses of civilians supervised by civilians with the responses of civilians supervised by military. In a paper presented at a conference of the Military Testing Association, Jones (1989) presented data on trends in responses across time and an analysis of responses among civilians in different age groups for selected items. And a section on the survey was included in the Army's FY88 Annual Review of Civilian Personnel Management (Department of the Army, 1989).

In addition, the surveys have many users -- with the U. S. Army Civilian Personnel Evaluation Agency (USACPEA) as a primary user of the employee and supervisory questionnaires. In conducting civilian personnel management and administration and Equal Employment Opportunity (EEO) program surveys, USACPEA uses the employee and supervisory questionnaires as one of the data sources in on-site surveys. USACPEA evaluators identify areas where installation employees and supervisors respond more -- or less -- favorably compared to the total Army and their own MACOM in the last Army-wide survey. Then USACPEA combines the information from the analysis of the questionnaire data with information from other sources (e.g., results of audits of personnel actions and interviews with supervisors and managers) to corroborate findings, develop hypotheses about the findings, etc. The final products from the survey are assessments of program effectiveness, efficiency, and compliance and recommendations for program improvement.

USACPEA is not the only user of the questionnaires for on-site program evaluation surveys. MACOMs, Major Army Subordinate Commands, Independent Reporting Activities, and Civilian Personnel Offices (CPOs) use all or part of the questionnaires. In addition, these and other users administer all or part of the questionnaires -- frequently adding specially-developed questionnaire items -- when they investigate problems (e.g., high turnover in a work unit), conduct studies, and evaluate special programs or initiatives (e.g., manage the civilian work force to budget).

### **Purpose of this Report**

This report is the first in a series of planned reports that will describe the results of analyses of the Army-wide survey of civilian personnel. The current report has been written with several purposes in mind. First, we wished to document in some detail the history and development of the survey questionnaires. In examining the written material available on the questionnaires, it was apparent that there was limited description available concerning the rationale, item content and construction, sampling frame, administration procedures, data base parameters, and analytic methodology employed in earlier surveys. With the inevitable turnover among earlier knowledgeable staff, we felt that some of these historical foundations would be less and less retrievable over time unless they were captured and recorded promptly.

Another purpose of the report was to document the results of analyses aimed at building more reliable baseline measures of organizational and personnel factors by combining the responses of several items into more comprehensive indexes (termed item composites). The questionnaires in their present form contain a large number of items, too many, we felt, to readily grasp trends in the data on an item-by-item basis. By combining items to form more reliable, comprehensive measures, not only would the task of interpreting the data be simplified, but more reliance and meaning could be placed on many of the specific results.

A related third objective was to identify items that might "never be missed" and to suggest content areas which might be covered by replacement items. Here we were first looking for items that were essentially redundant, items that were worded awkwardly and/or difficult to interpret, and items that did not seem to be relevant content-wise to current personnel policy development and evaluation issues. Then, based upon the results of our

analyses, we wished to suggest substitute item coverage which would add to the power of the survey to identify civilian personnel problem areas and their potential solutions and to evaluate the effectiveness of personnel initiatives over time.

The fourth purpose was to identify broad trends in the data with special emphasis on the survey response patterns among various personnel groups. Here our intent was not to comment on the specific levels obtained by different groups on the individual items or item composites or to explain these differences rigorously, but to point out whether one group on the average responded more or less favorably than another group, e.g., employees with military supervisors versus employees with civilian supervisors. Emphasis was also placed on identifying the degree of relationship among the various items and item composites making up the questionnaires and whether these relationships were different for supervisors and employees. Our purpose in examining the intergroup differences and item interrelationships was to identify potential personnel problem areas and to determine where future more intensive multivariate analyses might be employed profitably.

## **DESCRIPTION OF THE SURVEY**

### **Development of the Instruments**

**Employee and Supervisory Questionnaires.** As a first step in developing the employee and supervisory questionnaires, ODCP HQDA civilian personnel management specialists (personnelists) identified the significant indicators of program effectiveness which should be addressed in the questionnaires by interviewing personnelists involved in program evaluation throughout Army. Then ODCP HQDA personnelists used/modified items from existing instruments (e.g., Army program evaluation questionnaires, Office of Personnel Management's attitude questionnaire, and questionnaires from private industry) and developed new items. The questionnaires were pilot-tested, revised as appropriate, and administered to an Army-wide random sample of civilian employees and supervisors in FY77. Based upon the analysis of the FY77 data, the questionnaires were finalized for the FY79 Army-wide administration. Other than minor editorial changes which were made in FY88 to adapt a few items for military supervisors of civilians, Army has used these same questionnaires since FY79; however, data from FY79 to FY86 are not available.

The employee questionnaire is primarily an organizational climate questionnaire, addressing attitudes about the job, communications, supervisor, management and the organization, co-workers, work facilitators/inhibitors, training, and facilities. In addition, approximately one quarter of the questionnaire is devoted to knowledge of and attitudes toward the civilian personnel management system (e.g., effectiveness and fairness of the promotion system; accuracy of position classification) and the CPO.

The supervisory questionnaire covers some of the same areas (e.g., attitudes toward the job, supervisor, management, and communications). It also covers organizational climate factors specifically relevant to supervisors (e.g., unit workload; evaluation of subordinates; and adequacy of supervisory authority). In addition, approximately one-half of the supervisory questionnaire addresses the supervisor's evaluation of the civilian personnel management system and the service provided by the CPO.

**FY85 Supplemental Questionnaire.** Across time, Army's information needs have changed, e.g., increased emphasis on managerial and program effectiveness, appearance of new issues/problems, and implementation of new programs. To meet these information needs, an ODCP HQDA personnelist, with the assistance of several personnel research psychologists, worked with policy proponents and program evaluators to identify additional areas which should be covered or areas which should be covered in more depth on the Army-wide survey. The supplemental questionnaire was an outgrowth of these efforts. After the supplemental questionnaire was pilot-tested, it was administered, along with the employee and supervisory questionnaires, to the civilians selected for participation in the FY85 Army-wide administration.

The FY85 supplemental questionnaire introduced questions on

- Organizational excellence
- Family member employment program
- Benefits and pay

The questionnaire also allowed the collection of additional information on

- Performance management
- Position management and classification
- Training and development

The rationale and process for development of questionnaire items in each of these areas is presented below.

**Organizational excellence.** (18 items) To measure the facets of organizational excellence identified by Peters and Waterman (1982), some items came from questionnaires specifically designed to measure organizational climate and excellence, others were taken from multi-purpose questionnaires used in both government and the private sector, and some new items were written.

**Family member employment program.** (16 items) The Army instituted several employment initiatives to assist family members who are relocating as a result of a permanent change in duty station (PCS). These efforts are designed to help speed the process of finding employment. To collect information for use in planning, implementing, and evaluating the family member employment program, items were developed to obtain information on PCS moves, marital and family status as it relates to employment (e.g., employment status and plans of spouse and children), and quality of family member employment program service provided by the CPO.

**Benefits and Pay.** (12 items) By 1985, pay and benefits had become critical issues -- with various organizations proposing changes and cuts. Therefore, items were developed to measure satisfaction with and importance of Federal employment benefits and pay for Army employees and supervisors.

**Performance management.** (12 items) Several data sources, e.g., surveys conducted by USACPEA, showed that there was wide-spread dissatisfaction with the performance management system. To collect information on several aspects of the performance management program (e.g., program effectiveness, workload for supervisors, and knowledge of and compliance with procedures), seven items for all civilians and five for supervisors only were developed.

**Position management and classification.** (7 items) The employee and supervisory questionnaires address the link between employees' position descriptions and the duties they are performing and also the accuracy of the grades for their positions. However, the employee and supervisory questionnaires did not address supervisors' understanding of the position classification system. Therefore, seven questions were developed to measure supervisors' perception of how the system functions and their involvement in the position description and classification system -- an issue which is expected to become even more critical as position classification authority is delegated to supervisors at more and more installations.

**Training and development.** (5 items) To supplement the items on the employee and supervisory questionnaires addressing the adequacy of training received for doing the job, these items were developed to measure the supervisor's support of training and development and use of the individual development plan (IDP).

**FY88 Supplemental Questionnaire.** In FY88, an ODCP HQDA personnel psychologist reviewed the FY85 supplemental questionnaire and revised some of the items, deleted others, and added new items.

The revisions to the FY85 supplemental questionnaire which were made in developing the FY88 supplemental questionnaire focused on revising and adding items in the following areas:

- Demographics
- Leadership
- Family member employment program
- Organizational excellence

The FY88 supplemental questionnaire also introduced items on

- Retention
- Recruitment

After pilot-testing the new items, the revised supplemental questionnaire was administered with the employee and supervisory questionnaires in the FY88 Army-wide survey administration.



Since Army was modernizing its civilian personnel management system, (Department of Army, 1987), the supplemental questionnaires also addressed the evaluation of the personnel management program from the point of view of modernization. Information on the rationale for the revisions and the process followed are presented below.

**Demographics.** Additional demographic and job-oriented factual items were added to provide the capability to conduct in-depth analysis by categorizing the respondents in different ways. These additional items were: type of co-workers (military or civilian), number of civilians and military personnel supervised (for supervisors only), and military rank (for military supervisors of civilians only).

The item on type of co-workers was included for use in investigating military-civilian teamwork and integration in Army -- an issue which was emphasized by the Department of Army Inspector General (Department of Army, 1985). The item on number of people supervised was developed to study the relationship between different supervisor/subordinate ratios and supervisors' workload, job satisfaction, etc. Because of the item's purpose, the responses were developed based upon policy guidelines -- rather than using an equal-interval scale. Although the Army-wide survey was not administered to military supervisors of civilians in FY88, the demographic of military rank was included to provide the capability of using the scannable questionnaires if the opportunity arose for conducting a special study of military supervisors.

**Leadership.** Quality of Army leadership has been a topic of interest within the Department of Army for several years. For example, as previously mentioned, Crum (1986) analyzed the data from the FY83 Army-wide survey for differences in responses between military-supervised and civilian-supervised Army civilians. In 1985, the Department of Army Inspector General (Department of Army, 1985) concluded that Army leaders were not providing the same quality of leadership to civilians as they provide to the military. Therefore, ensuring that leadership issues were adequately covered on the survey of civilian personnel was critical.

Several approaches were used to identify facets of leadership which would be added to the supplemental questionnaire or covered in more depth. As a first step, to provide a framework for assessing the adequacy of the questionnaires' coverage of leadership, the items on the employee, supervisory and FY85 supplemental questionnaires were classified into the 19 behavior categories identified by Yukl (1981, pp 121-125). Items from government and private industry questionnaires were selected/modified and additional items were developed in the categories which had inadequate coverage. Working with civilian personnel management policy proponents, critical leadership behavior categories which did not have adequate coverage -- and were particularly relevant to policy development or evaluation -- were identified. As a result of this review, items covering consideration (or "caring"), delegation, praise/recognition, and structuring reward contingencies were added.

Then other facets of leadership -- not included in Yukl's leadership behavior categories -- were considered for inclusion on the supplemental questionnaire. An Army study (McArevy, et al., 1985) had identified risk-taking as a desired characteristic in Army's civilian leaders. Therefore, an item was developed to measure management support of risk-taking and one item from the FY85 supplemental questionnaire on initiative/ innovation was revised. Two items were developed addressing other facets of leadership -- the supervisor's technical and people-skills competence. These items were included because Army was conducting research on selection and development of civilian leaders (especially first line supervisors) and additional items on the questionnaire for tracking the quality of civilian leaders were needed. A secondary reason for including these items was that research had identified supervisor's competence as a major factor in job satisfaction.

**Family member employment program.** At the time the FY88 supplemental questionnaire was being developed, employment preference for spouses of military personnel had recently been included as a part of the family member employment program. In addition, the U.S. Army Community and Family Support Center and the U.S. Army Soldier Support Center, National Capital Region, had administered a survey to spouses of active-duty Army military personnel which included questionnaire items addressing spouse employment (Griffith, et. al., 1988). The military spouse survey provided much of the information ODCP HQDA needed for planning and evaluating the family member employment program. Therefore, this section of the FY88 supplemental questionnaire was shortened and revised to provide information not available from the survey of military spouses, e.g., information on the spouses of Army civilians. The four family-related items on the FY88 supplemental questionnaire covered marital status and type of spouse's employer, information on type of PCS move (if any) within the past two years, and availability of family employment assistance information in relation to the PCS move.

**Organizational excellence.** Although the section on the family member employment program had been shortened, it was still necessary to identify other items which could be deleted from the supplemental questionnaire in order to add new items and remain within the constraint of a one page supplemental questionnaire.

The 18 items measuring organizational excellence were carefully reviewed and 12 of the items were deleted or revised. A synopsis of the changes made is presented below:

- Three items addressing the direct working relationship between management and employees were deleted and a new item on upward communications was added.
- An item on delegation of decision-making authority was revised.
- An item on management's support of initiative/innovation was also revised.

- Seven items which addressed employees in general -- rather than the point of view of the respondent -- and/or were written in the passive voice were deleted.

**Retention.** By FY88, retention of quality civilians had become a major problem throughout the Federal government. Since the FY85 survey questionnaire had only one item related to retention -- and that item covered intent to remain with Army until retirement -- additional coverage of the retention issue was desired. Working with personnelists, the types of transfers/resignations which were the most common and meaningful were identified and a five-part item was developed measuring intent to leave current position for one within the government or outside of government.

**Recruitment.** Like retention, recruitment was also a critical issue by FY88. Using information from Canadian military research addressing intent to recommend military service for young people as an indicator of word-of-mouth recruiting/advertising or commitment, items were developed addressing intent to recommend a career with the respondent's employer, i.e., the Federal government, Army, and the installation. The three items were structured in this way to enable Army to differentiate between attitudes toward the total Federal government as an employer versus attitudes toward Army or the installation as an employer.

**Modernization of the civilian personnel program.** After the 1985 inspection of the civilian personnel management program by the Department of Army Inspector General (Department of Army, 1985), changes were made to modernize the Army's civilian personnel management program (Department of Army, 1987). To assess the adequacy of the questionnaires for evaluating modernization, the existing questionnaires were reviewed to determine what aspects were covered, or not covered, and what areas should be evaluated using additional questionnaire items. Working with the policy proponents, especially in the Civilian Personnel Modernization Office, a decision was made to include items on civilian-military integration, an item on the simplification of the paperwork process involved in recognizing employees, and an item about medals for use in evaluating the importance of medals to Army civilians.

**Other changes.** Changes were also made in the areas of performance management and position classification. Two items which addressed the performance management process -- rather than program effectiveness -- and one item on position classification were deleted. An item in a new area -- physical fitness -- was added.

The questionnaires for the FY88 Army-wide survey (i.e., the employee, supervisory, and revised supplemental questionnaires) are given in Appendix A.

## **Biennial Administration of the Army-wide Survey**

**Survey Sample.** For each administration of the biennial survey, a proportionate stratified random sample of full-time permanent appropriated fund Army civilians is selected.<sup>1</sup> For example, in FY88 Army selected a sample of 14,644 civilians (9,654 employees and 4,990 supervisors) for the survey. The employee sample was stratified by nine MACOMs, sex, race/national origin (majority versus minority) and pay system (General Schedule, GS, and similar pay plans, versus Wage Grade or Wage Supervisor, WG, and similar pay plans); the supervisor sample was stratified by nine MACOMs.<sup>2</sup> The Army civilians which are not in one of the nine MACOMs are sampled by developing a separate "MACOM" called "other". For each administration, approximately 60% of the questionnaires are returned. For example, in FY88, 9,207 questionnaires (63%) were returned (61% return rate for employees and 66% for supervisors).

The sample is selected using a computer program. The method of selecting the sample is random start with the selection interval based upon the size of each stratum. Working with the program manager for the survey, a personnel research psychologist at the U. S. Army Total Personnel Command (PERSCOM) plans the drawing of the sample. The planning involves determining the strata of interest (i.e., demographic groups and MACOMs for the Army-wide) and determination of adequate population and sample sizes. Then, based upon the size of each demographic stratum within each MACOM (e.g., female, majority, GS civilians in AMC), the random start point and the sampling interval for each stratum in the sample are determined.

**Administration.** For the survey administration, PERSCOM provides a print-out or sampling roster for each CPO with each survey participant's survey control number, name, social security number, MACOM, and organizational location (unit identification code). PERSCOM also provides a computer tape with each survey participant's questionnaire control number, installation identification number, and MACOM code for use in compiling the final data tape. A contractor prints the questionnaires as scannable forms and mails all the survey materials to the specified CPOs.<sup>3</sup>

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<sup>1</sup> In past years, the survey has been administered to local nationals (in their native language). However, this was not done in FY88.

<sup>2</sup> The nine MACOMs used in stratifying the FY88 survey population were Army Materiel Command (AMC), Forces Command (FORSCOM), Health Services Command (HSC), Military Traffic Management Command (MTMC), Training and Doctrine Command (TRADOC), US Army Corps of Engineers (USACE), US Army Information Systems Command (USAISC), US Army Recruiting Command (USAREC), and US Army, Europe and Seventh Army (USAREUR).

<sup>3</sup> Beginning in late 1988, Questar Data Systems handled printing, distribution, processing and initial analysis of the questionnaires.

In a two-week period, the CPOs prepare the questionnaires for local distribution (i.e., match the employee or supervisory questionnaire and supplemental questionnaire with the same questionnaire control number), distribute them to the individuals selected by the computer sampling program, conduct follow-up calls, receive the completed questionnaires, and return the completed questionnaires as well as the questionnaires not distributed to the contractor.<sup>4</sup> Throughout this process -- as well as in all handling of the data -- procedures are followed to ensure the anonymity of the questionnaire respondents.

**Processing and Report Preparation.** In past years, a contractor scanned the completed questionnaires for the Army-wide and for USACPEA's surveys and sent a computer tape of the data to Army; the computer analysis and report generation was conducted at Ft. Detrick. Currently, the contractor also handles initial analysis and report generation. For the Army-wide survey, ODCP HQDA sends copies of the preliminary analyses to USACPEA, MACOMs, Independent Reporting Activities, CPOs and other interested parties (e.g., ARI) for their use in program evaluation, research, and/or special studies. These initial analysis reports contain the mean, standard deviation, and percent selecting each answer on each item for the entire sample and for each MACOM on which the sample is stratified. Reports are also prepared for the demographic strata for Army and for each of the nine MACOMs.

## **ANALYTIC METHODOLOGY**

### **Data Editing**

ODCP HQDA forwarded the computer tapes of the FY88 survey data received from the contractor to the Human Resources Research Organization (HumRRO). Two data sets were received. The employee data set contained employees' responses to the employee and supplemental questionnaires; the supervisor data set contained supervisors' responses to the supervisory and supplemental questionnaires. The data were analyzed using the Statistical Analysis System (SAS). Diagnostic checks were performed to ensure the logical consistency of the data. The following data edits were made as a result of these checks:

- Four supervisors and twelve employees who responded that they were active duty military were deleted.

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<sup>4</sup> When the survey materials reach the CPO, some of the selected participants are no longer at the installation -- they have retired or transferred, for example. In addition, some of the selected participants are on leave or in travel status during the period of the survey administration. No substitutions for missing survey respondents are allowed; the CPOs return their questionnaires to the contractor.

- Subjects who responded that they were not married (SQ54),<sup>5</sup> but also responded to both supplemental questionnaire items regarding spouses/family (SQ56 and SQ57), were recoded as married. Unmarried subjects who responded to only one of these two questions regarding spouses/family had that item recoded as missing.
- Subjects who responded that they had not had a permanent change in station (PCS) over the last 24 months (SQ55) and also responded to the supplemental questionnaire item regarding family assistance provided during a PCS move over the last 24 months (SQ57) had the latter supplemental questionnaire item recoded as missing.
- Supplemental questionnaire items to be completed only by supervisors (SQ38 through SQ53) were dropped from the employee dataset.
- A set of variables describing whether a respondent has responsibility to carry out certain personnel management functions was created from items describing the authority of the subject to perform these functions (S64A through S64M). If a subject responded that he/she had some level of authority, then a "responsibility" variable was coded as 1; if a subject responded that a personnel management function was not part of his/her job, then the "responsibility" variable was coded as 0. These variables were designated as S64-1 through S64-13.
- Responses to negatively phrased questionnaire items were changed to reflect the positive response scale of most other questionnaire items. For example, individuals who agreed strongly with a negatively worded statement were scored as if they had disagreed strongly with the same statement positively worded. In this report, items whose responses were reflected are worded as they appear in the questionnaires but contain an asterisk at the end of each label to identify them as reflected items. Responses to the following items were reflected:

E4, E8, E9, E10, E13, E17, E21, E22, E26, E27, E28, E32, E33, E37, E41, E51, E57, E60, E68, E69, E70, E71, E75, E76, E77, S4, S5, S7, S11, S15, S20, S25, S28, S39, S40, S41, S50, S51, S52, S53, S55, S57, S61, S63B, S63E, SQ15, SQ16, SQ21, SQ22, SQ42, SQ49

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<sup>5</sup> SQ54 is the identification code for item 54 on the supplemental questionnaire. Similarly, item numbers with the prefix E refer to the employee questionnaire and item numbers with the prefix S refer to the supervisory questionnaire.

## **The Formation of Composite Variables**

Item composites were developed in 1980 and 1981 for the employee and supervisory questionnaires for use by USACPEA. However, these composites apparently did not meet the users' needs. For example, the program evaluators complained about the overlapping content among item composites as well as the dissimilarity in item content within individual item composites. Therefore, analyses of these item composites were conducted to gain insight into how they might be improved to better meet program evaluators' needs.

The first step was an examination of the amount of similarity or overlap in item content among these composites. The intercorrelations among the composites were computed to determine if some of the composites were essentially measuring the same underlying construct. A factor analysis was conducted of the items comprising each composite in order to determine whether each composite was unidimensional, that is, whether it was apparently measuring one underlying construct.

The examination of the composites derived from the analysis of these composites confirmed the problems the program evaluators had identified and led to their rejection on content and psychometric grounds (see Results section). Subsequently, the content of the items comprising the supervisor, employee, and supplemental questionnaires was examined with a view toward grouping the items on the basis of content similarity. Since these questionnaires are used by the civilian personnel management community in program evaluation, many of the items addressed civilian personnel policy and procedures (e.g., timeliness of referrals for vacancies and use of the individual development plan or IDP). In addition, many of the items were used in assessing organizational climate and were directed at personnel issues and problems that were encompassed in the Roadmap research activity areas. Since ODCP HQDA and ARI planned to use the survey data in baseline measures for their joint research program, it was decided to use these Roadmap areas as initial content categories for grouping the items. It was felt that not only could most items be readily placed in these categories, but that future development of baseline measures for the Roadmap research areas would be facilitated by analyzing the individual items in the survey at least initially by research area groupings.

Using the Roadmap research activity areas, the senior author initially categorized the items. After two HumRRO researchers reviewed the initial categorization, ARI and ODCP HQDA project staff also reviewed the placement of the items to ensure that they met Army program evaluation needs. These reviews resulted in minor adjustments of the original categorization. Table 1 gives the number of items from each questionnaire that were finally placed in each research activity area.

As seen in Table 1, the questionnaire coverage across the Roadmap areas is uneven. There are heavy concentrations of items in the Personnel Development, Organizational Productivity, and Motivational Productivity areas while there are many fewer items covering Recruitment and Military/Civilian Relationships. Two of the Roadmap areas, Civilian Functions and Future Civilian Workforce Needs, had no relevant items. Considering the

**Table 1**

**Number of Items in the Survey Questionnaires Placed in the Roadmap Research Activity Areas**

Roadmap Area	Questionnaire		
	Supervisor	Supplemental	Employee
Recruitment	3	0	1
Retention/Separation	4	7	11
Personnel Development	11	16	16
Organizational Productivity	30	15	23
Motivational Productivity	16	9	27
Military/Civilian Relationships	1	2	1
Civilian Functions	0	0	0
Future Civilian Workforce Needs	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL*</b>	<b>65</b>	<b>49</b>	<b>79</b>

\* Item count does not include items covering demographic characteristics and employment status of respondents of their spouses.

purpose of the questionnaires and the point in time when the questionnaires were developed, this distribution of items across Roadmap areas is not surprising. For example, in the 1970's, recruitment of civilian personnel was not the critical problem it is today and supervisors and employees at the installation level are usually not involved in forecasting future civilian workforce needs.

After similar items were grouped together in the Roadmap research activity areas, a series of analyses<sup>6</sup> was conducted to determine which items could be combined into reliable composite measures. In forming the composites, the content of the items was considered along with the results of factor analyses and measures of the reliability of the composites. As the analyses of the supervisory data (supervisory and supplemental questionnaires) and the

<sup>6</sup> To improve the precision of the questionnaire item composites which would be derived in this analysis, it was decided to conduct separate, smaller factor analyses on groups of items having similar content -- rather than only one large factor analysis on all the employee items and one factor analysis on all the supervisor items.



analyses of the employee data (employee and supplemental questionnaires) were conducted in parallel, the results obtained from both sets of data were considered in the formation of the separate composite variables in each set.

It can also be seen in Table 1, that the relative emphases in content of the three questionnaires parallel each other fairly closely in their distribution across the Roadmap areas, with well over half the items in each questionnaire falling into the Personnel Development and Organizational and Motivational Productivity areas. The content similarity of the supervisory and employee questionnaires was further enhanced by the presence in both questionnaires of 19 items with identical or highly similar wording.

Four criteria were applied in combining items into composites:

- (1) The content of component items had to represent a clear, conceptual underlying dimension or construct;
- (2) The component items had to have high loadings on the same basic factor in two or more<sup>7</sup> factor analyses;
- (3) The composites formed by the items had to have Alpha reliability coefficients of about .70 or more; and
- (4) To the extent that identical or similar items were present in both the supervisor and employee data bases, the composites had to be apparently measuring the same underlying construct.

The analytic procedures used in forming the composites are described in more detail below.

### **Initial Factor Analyses**

Principal factor analyses were initially performed on sets of variables derived from further subdividing the items in the Roadmap areas. The analyses involved iteratively estimated commonalities and varimax orthogonal rotations of factors with eigenvalues greater than one. Six initial factor analyses were performed on the employee items; eight analyses were performed on the supervisor data. As mentioned previously, prior to performing the analyses, we reversed the response scoring for those items in the questionnaires that were worded such that agreeing with the items in effect reflected a negative attitude or opinion about the item content.

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<sup>7</sup> The factors that emerge from a factor analysis are a function of the groups of items or variables that are used in the analysis. As a partial check on the stability of the factorial results obtained, we placed items that formed factors in earlier analyses into sets composed of different item groupings to ascertain that the same basic factors also emerged in the later factor analyses.

The first six factor analyses of the employee and supervisor data were analyses of similar content areas for both data sets. The remaining two factor analyses of the supervisor data involved measures specific to supervisors -- supervisory relationships with employee unions and the support and authority given supervisors to do their jobs. Table 2 shows the number of questionnaire items in each factor analysis and the content domains of the items.

**Table 2**

**Variable Sets Used in the Initial Factor Analysis**

Factor Analysis I.D.		No. of Items*		Content Domain
Employee	Supervisor	Employee	Supervisor	
A	A	25	21	Employee/Management Relationships; Leadership; Evaluation of Unit Performance; Management Care and Concern for Employees
B	B	34	24	Performance Appraisal; Promotions; Grievances/ Discrimination
C	C	52	29	Retention/Career Plans; Job Satisfaction; Job Importance; Skill Utilization
D	D	16	17	Lack of Barriers to Effective Performance; Organizational Climate; Military/Civilian Relationships
E	E	4	18	Evaluation of CPO Services, Selection Quality, and Civilian Personnel Policies
F	F	F	7	Understanding Job Parameters; Employee Performance
	G	--	6	Management/Union Relationships
	H	--	30	Support and Authority Given Supervisor

\* Some items in the questionnaires called for responses to multiple subitems. Such subitems were treated as separate variables in the factor analyses.

The items having high loadings (.40 and above) on each extracted factor were examined to determine whether their content seemed to represent an underlying dimension or construct. Items that did not seem congruent content-wise with the rest of the items that loaded highly on a given factor were dropped from consideration as possible candidates for inclusion in a composite variable formed to measure that construct. The similarity of the factor structures obtained across corresponding employee and supervisor variable sets was also considered. Identical or highly similar items for both employees and supervisors that received comparable loadings in parallel factor analyses were generally retained.

### **Initial Alpha Reliabilities**

The scores for potential composites were formed by summing the scaled responses across items meeting the factorial loading and content criteria. Cronbach Alpha coefficients were then computed to measure the internal consistency reliabilities<sup>8</sup> (Allen & Yen, 1979) of the composite variable scores. The program used<sup>9</sup> also calculated for each component the reliability that could be obtained by eliminating in turn each of the component items.

In general, if a composite had a reliability lower than .70, it was dropped. Similarly, component items were dropped if their elimination would raise the reliability of the composite. Exceptions to these general rules were occasionally made when the content of an item seemed particularly germane to an objective of the survey or the measurement of an underlying construct. This was especially true of identical or highly similar items in parallel composites formed on the basis of the factor analytic results obtained for both the employee and supervisor data sets.

### **Additional Factor and Reliability Analyses**

An iterative procedure was used to further refine the composites initially formed. The procedure involved successive factor analyses, Alpha reliability computations, and examination of intercorrelation matrices in which the results of earlier analyses were used to decide upon further analyses.

As a check on the stability of the composites, the items comprising the initial composites that were judged to have sufficient reliability and relevance were assembled into new groups of items. These new item groups were factor analyzed in order to determine whether the same items would load highly on the factors obtained, or whether new factors or new grouping of items with high loadings would be obtained. The tables in Appendix B list the variable sets used in these additional factor analyses for the employee and supervisor data.

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<sup>8</sup> Composite Alpha reliabilities generally become higher as the number of items entering into the composite and the average covariance among the items increase.

<sup>9</sup> The SPSSX Information Analysis System's reliability procedure was used.

The same criteria of high loadings, content relevance, and employee/supervisor congruence were used to identify candidate items for use in new or modified composite measures. Once a new or modified composite measure was tentatively identified, the Alpha reliability of the composite was calculated. Again, composites with low reliability were dropped as were items whose removal from the composite would increase the composite Alpha reliability.

The intercorrelations among the candidate composites and items that had not been heretofore selected to be part of any composite were also examined. High correlations between particular composites or items were taken as evidence that perhaps new or modified composites should be formed. Before composites were changed, however, additional factor analyses and Alpha reliabilities were run to ensure that the revised composites met the psychometric and content criteria.

### **Final Composite Modifications**

The composites that resulted from the iterative analyses described above were subjected to a final content review by the authors. Some of the composites consisted of items whose content relevance was somewhat questionable. Other composites were deemed to contain an unnecessarily large number of items (more than eight). These composites, it was felt, could perhaps be reduced to provide space on the survey questionnaires for new items covering additional content areas. It was further felt that some composites might be split into two parts in order to isolate content that was of particular interest to Army civilian personnel management policymakers.

The authors were aided in this final review by a series of Alpha reliability analyses in which the reliabilities of reduced composites were computed. Items contributing maximally to composite reliability were generally retained. The comparability of the items comprising the composites across the employee and supervisor data was again an important criterion in making the final modifications. The final composites derived respectively from the employee and supervisor data are listed in Tables 9 and 10 in the Results section.

### **Formation and Selection of Additional Variables**

Even after the item composites were developed, the questionnaires still contained a large number of variables to be analyzed and discussed -- 18 composites and 77 individual items for employees; 24 composites and 71 individual items for supervisors. To reduce the analysis to a more manageable task, it was decided to limit the number of variables which would be analyzed and discussed in this report. The procedures used to select the variables are described below.

### **Selection of Individual Items**

To identify individual items which would be included in the current analysis, the questionnaire items that had not been incorporated in any of the composites were next subjected to a final content review by the authors. This review followed an earlier one accomplished by ODCP HQDA, ARI, and HumRRO personnel, who had judged the

remaining items after the initial set of composites had been formed. The criteria used in both reviews to decide which items should be dropped or retained included the judged importance of item content to civilian personnel policymakers at Army-wide level, item clarity and lack of ambiguity, and item response variance. Redundancy of item content was also an important criterion, that is, items were dropped that were essentially measuring constructs that were being measured by reliable item composites.<sup>10</sup> Another criterion used was whether, in the authors' opinion, average responses to the item could reasonably be expected to be impacted by changes in personnel management policy and practices. That is, items which were not considered to be valid indicators of personnel related factors were considered less favorably than items that seemed more clearly reflective of such factors. A last criterion used to delete or retain individual items for this analysis was consideration of what topics were measured by a large number of items and therefore should be addressed in separate future reports. The items which were excluded from analysis in this report are listed in Table 13 in the Results section.

During the review, items with awkward wording that might be revised in future questionnaires were also identified. In addition, gaps in item coverage were identified. The aim here was to be able to suggest content areas where additional or modified items could be substituted for items that were deemed relatively nonfunctional in furthering the survey objectives.

### **Development of Demographic and Job-Oriented Variables**

Both the employee and supervisory questionnaires contain several questions of a demographic nature, i.e., age, sex, race/national origin, and education level. In addition, several questions provide job-oriented demographic information, e.g., job grade, length of Federal Civilian Service, and type of supervisor (military or civilian). Responses to these questions were transformed into variables so that they could be used in the statistical analyses by assigning numerical values to the various response alternatives. Table 3 presents the coding procedures used in creating these variables.

Although, as stated earlier, the respondents completed the survey instruments anonymously, a record was kept of the installation where the respondent worked. The number of Army civilians working at these installations in August 1988 was recorded in the data base. This number was assigned to the individual respondents to create a variable measuring the number of Army appropriated fund civilians at the respondent's installation. This variable was created only for respondents in Army installations in the United States (CONUS), that is, Army civilians working overseas (OCONUS) or at non-Army installations were excluded. OCONUS sites were not included because non-appropriated fund employees and local nationals, who were not included in this survey, constitute a large proportion of the Army civilians at OCONUS sites. Non-Army installations were not included because the individual's location at another agency was expected to have an undeterminable effect on his/her survey responses.

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<sup>10</sup> For the most part, these items did not contribute substantially to the reliability of the composites and, in general, had lower loadings on the factors defining the underlying constructs being measured by the composites.

Table 3

**Demographic and Job-Oriented Variables Derived from the Employee and Supervisory Questionnaires**

Supervisor Item No.	Name	Values Assigned in Coding Instructions	Corresponding Employee Item No.
A	Pay System	GS = 1; WG = 0; Other Codes: Missing	A
B	Grade	1 or 2 = 1.5; 3 or 4 = 3.5; 5 or 6 = 5.5; 7 or 8 = 7.5; 9 or 10 = 9.5; 11 or 12 = 11.5; 13 or 14 = 13.5; Above 14 = 14.5	B
C	Gender	Female = 1; Male = 0	C
D	Age	Under 21 = 19.5; 21 to 30 = 25.5; 31 to 40 = 35.5; 41 to 50 = 45.5; 51 to 55 = 53; 56 to 60 = 58; over 60 = 63	D
E	Race	White = 0; All others = 1	F
F	Education	Under H.D. = 11; HS Grad = 12; Some college = 13; Assoc. Deg = 14; Bachelors Deg = 16; Advance Deg = 18	E
G	Supervisor	1st line = 1; 2nd line and above = 2	n/a
H	Supervisor Military	Military Supervisor = 1; Civilian Supervisor = 0	H
I	Time Supervised Army Civilians	Less than 1 yr = .5; 1 to 2 = 1.5; 3 to 5 = 4; 6 to 10 = 8; More than 10 = 13	n/a
J-1	Took Basic Supervisory Course	Marked = 1; Unmarked = 0	n/a
K	Service Length	less than year = .5; 1-5 = 3; 6-10, 8; 11-15 = 13; 16-20 = 18; 21-25 = 23; 26-30 = 28; More than 30 yrs. = 33	G
*	Size of Installation	Number of civilians (employees and supervisors) at the installation. (This variable only applicable to respondents at Army CONUS installations.)	*

\* Obtained from HQDA ODCP.

## Variable Sets

To facilitate later analyses, the composites and items selected earlier were categorized into eight variable sets:

<u>Variable Set</u>	<u>Description</u>
EA	Variables derived from unique <sup>11</sup> single items in the employee questionnaire.
EB	Variables derived from forming unique composites of single items in the employee and supplemental questionnaires.
EC	Variables derived from common <sup>12</sup> single items in the employee and supplemental questionnaires. The size of installation variable was included in this subset. [Same variables as SC]
ED	Variables derived from forming common composites of single items in the employee and supplemental questionnaires. [Same variables as SD]
SA	Variables derived from unique single items in the supervisory questionnaire.
SB	Variables derived from forming unique composites of items in the supervisory and supplemental questionnaires.
SC	Variables derived from common single items in the supervisory and supplemental questionnaires. The size of installation variable was included in this subset. [Same variables as EC]
SD	Variables derived from forming common composites of single items in the supervisory and supplemental questionnaires. [Same variables as ED]

## Group Comparisons

The demographic and job-oriented questionnaire items that were transformed into variables (see Table 3) were also used to breakout the employee and supervisor samples into groups (e.g., males and females). To develop these breakout groups, frequency distributions were first run showing the number of supervisors and employees in each group. Because of the small numbers of survey respondents in some groups, several combined groups which had greater numbers of respondents were formed to help ensure the statistical reliability of the group comparisons. For example, the survey participants responding that they had less than one year of service or one through five years of service were combined into one group (less than six years) and those responding that they had 21-25 years or 26-30 years or more than 30 years were combined into one group (more than 20 years). These groups are identified in Table 4. Note that the supervisors were grouped along three additional dimensions, namely,

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<sup>11</sup> "Unique" refers to items answered only by employees or only by supervisors.

<sup>12</sup> "Common" refers to items answered by both employees and supervisors.

**Table 4**

**Group Breakouts Derived from Employee and Supervisory Questionnaires**

<b>Supervisor Item No.</b>	<b>Name</b>	<b>Group Breakouts</b>	<b>Corresponding Employee Item No.</b>
A	Pay System	GS or Similar; WG or Similar	A
B	Grade	Below 7; 7 to 10; 11 to 12; 13 and Above	B
C	Gender	Male; Female	C
D	Age	Below 31; 31 to 40; 41 to 50; 51 to 55; 56 to 60; over 60	D
E	Race	Black, not Hisp; Hispanic; White, not Hisp; Other	F
F	Education	Below HS; HS; Some college/TEC; Associate Deg; Col. Deg; Adv Deg	E
G	Supervisor Level	1st line; 2nd line and above	n/a
H	Supervisor Status	Military; Civilian	H
I	Time Supervised Army Civilians	Below 3 yrs; 3-5; 6-10; 11 and above	n/a
J-1	Took Basic Supervisory Course	Marked; Unmarked	n/a
K	Service Length	Less than 6 yrs; 6-10; 11-15; 16-20; 21 and Above	G
*	Size of Installation	Small: 1-999 civilians; Medium: 1,000-2,999 Moderately large: 3,000-4,999; Large: 5,000 and above	*

\* Obtained from CPD.



supervisor level (first line or second line and above), time supervised Army civilians, and whether the supervisor had taken the Basic Civilian Supervisor Course.

For the groups defined in Table 4, one-way analyses of variance were run to test the significance of mean differences between the employee group responses to the unique questionnaire items and composite variables in variable sets EA and EB listed above. Similarly, one-way analyses of variance were run comparing the supervisor groups means on the variables in sets SA and SB. One-way analyses of variance were also run on the means of variable sets SC and SD for the three supervisor breakouts for which there were no employee counterparts--supervisor level, time supervised Army civilians, and took basic supervisor course.

Two-way analyses of variance were run with employee/supervisor status forming one breakout and each of the demographic and job-oriented factors in Table 4 in turn forming the other breakout. The common single items and composites in variable sets EC, ED, SC, and SD were used as the dependent variables. For each dependent variable in turn, the two-way analyses determined the significance of the difference of the mean responses between employees and supervisors and between the specific breakout groups, e.g., male vs female or military supervisor vs civilian supervisor. The two-way analyses also determined the significance of the interaction terms between employee/supervisor status and the other breakout factors. (An interaction term essentially measures whether there are some means in the individual cells of the two-way analysis that have values significantly higher or lower than what would be expected on the basis of the overall employee/supervisor and other breakout factor mean differences).

As the significance levels obtained in two-way analyses of variance for the employee/supervisor mean comparisons could vary as a function of the particular group breakouts<sup>13</sup> used in the analyses, one-way analyses of variance were also run to compare the means of the employees and supervisors on the common variables.

Altogether, about 1,000 analyses of variance were run comparing the various breakout groups. The mean values for the breakout groups in each of the variable sets are given in Appendix C along with the significance levels from the analyses of variance comparing the differences among the means. Selected specific findings are discussed in the Results section.

### **Intercorrelations Among the Variables**

The intercorrelations among selected variables in sets EA, EB, EC, and ED were computed for the employee sample. Similarly, the intercorrelations among selected variables in sets SA, SB, SC, and SD were computed for the supervisor sample. These intercorrelation matrices are presented in Tables 27 and 28 in the Results section.

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<sup>13</sup> The error terms used in the statistical test of employee/ supervisor mean differences can be affected by the particular group breakouts used in the two-way analyses of variance.

## **RESULTS**

### **The Formation of Composite Variables**

A decision faced early in the analysis of the FY88 survey data was how much reliance should be placed on the item composites previously developed -- especially in light of the problems the program evaluators had identified. Another difficulty was that the composites did not include items from the supplemental questionnaire -- since the supplemental questionnaire was not initiated until FY85 and the composites were developed in 1980 and 1981. Since we were developing item composites for future use and the program evaluators wanted to use items from the supplemental questionnaire, this was a significant problem. A third problem was the lack of statistical data documenting the work conducted to develop the existing composites. However, a list was available of the items comprising the composites that emerged from the earlier analyses.

The analysis of the FY81 supervisory questionnaire items yielded 14 composites, while 13 composites were derived from the employee questionnaire items. As can be seen in Table 5, nine of the composites were apparently measuring the same underlying construct in both data sets, although the items comprising the supervisor and employee composites in general were not the same.

Closer examination of the items comprising the composites, however, indicated that only two of the composites (the supervisor Labor Relations and the employee Working Facilities composites) were comprised of items that only had been assigned to one composite. All the other composites were comprised of items that were also in one or more other composites (see Table 5). In fact, some composites, e.g., Information and Communications, had no unique items. That is, all the items comprising these composites had also been assigned to other composites. Of the total of 128 items in the 14 supervisor composites, 33 had been assigned to two or more composites. One item had been assigned to five different composites. Of the total of 116 items in the 13 employee composites, 23 had been assigned to two or more composites. Four items had been assigned to four different composites.

The amount of overlap in the item content of the composites cast doubt in the minds of the authors as to whether the composites were necessarily measuring different aspects of supervisor and employee perceptions and attitudes. More information about these composites was obviously needed before trying to adapt them for use in the analyses of the FY 1988 survey data.

Three additional analyses on the FY81 composites were conducted using the FY88 survey data to obtain composite scores:

- 1) The intercorrelations among the composites were computed;
- 2) the items comprising each composite were factor analyzed; and
- 3) the Alpha reliabilities of the composites were obtained.

Table 5

Overlap, Dimensionality, and Reliability of Composites Derived from Analyses of  
FY 81 Survey Data

Composites	Total Items	Unique Items	No. of Factors	Alpha Reliability
<b>Employee</b>				
Job and Work	11	8	2	.82
Organization	8	1	2	.79
Supervisor	8	3	1	.88
Co-workers	6	3	1	.79
Organization & Assignment of Work	10	7	3	.81
Information and Communication	7	0	1	.82
Placement and Promotion Programs	12	3	2	.84
Performance Evaluation Program	9	3	1	.86
Training and Development Program	7	6	2	.76
Equal Employment Opportunity	10	7	2	.82
Civilian Personnel Office	7	0	2	.78
Working Facilities	14	14	3	.87
Recognition and Award Programs	7	2	2	.75
	116	57		
<b>Supervisor</b>				
Job and Work	9	5	2	.75
Organization	7	0	2	.71
Supervisor	10	0	1	.88
Co-workers (Subordinates)	8	5	1	.83
Top Management	10	0	1	.86
Organization & Assignment of Work	8	3	3	.71
Information and Communication	10	0	2	.87
Placement and Promotion Programs	11	5	3	.81
Job Grading and Assignments	6	2	2	.59
Discipline	6	1	2	.77
Labor Relations	6	6	2	.98
Authority	15	10	3	.94
Equal Employment Opportunity	6	1	1	.74
Civilian Personnel Office	16	9	4	.89
	128	47		

The intercorrelation matrices of the composites are given in Table 6a and 6b for the employee and supervisor data, respectively. The Alpha reliabilities of the composites and the number of factors obtained for each composite in the factor analyses are given in Table 5.

Examination of the composite intercorrelations in Table 6a and 6b confirmed the authors' suspicions that many of the composites would be highly correlated. The employee composite intercorrelations ranged from .34 to .92, with half the correlations at or above .60. The supervisor composite intercorrelations ranged from .30 to .96 with 30% of the correlations at or above .60.

Not only were the composites derived from the FY81 survey fairly highly intercorrelated, but for the most part the individual composites were not unidimensional in content. Of the 27 employee and supervisor composites, only 8 proved to have only one factor underlying their item intercorrelations.<sup>14</sup> About half the composites are apparently measuring two factors and 6 composites may be measuring three or four factors according to the results of the factor analyses (see Table 5). Considering the high intercorrelations among the composites and the extensive amount of item overlap, there can be little doubt that some of the composites are measuring the same underlying construct. For example, the factor analysis of the supervisor composite, Organization and Assignment of Work, yielded three factors and the composite, Attitudes Toward Information and Communications, yielded two factors. The items, "Unclear who has authority here" (S28) and "Supervisor understands unit capabilities" (S48), had their highest loadings in both analyses on a factor which seemed to be primarily a measure of how well the unit was organized and run.

Despite the lack of unidimensionality, the Alpha reliabilities of the composites were fairly high, ranging from .59 to .97 (see Table 5). However, the number of items making up the composites was deemed fairly high. Almost half the composites were comprised of nine or more items.

Based upon the above evidence, the decision was made not to use the composites derived from analyses of the FY81 survey data in further analyses of the FY88 data. The reasons for not using these composites are summarized below:

1. There was no available description of the procedure used in deriving the composites;
2. The composites did not incorporate any items from the supplemental questionnaire (these items were considered important for future civilian personnel research and program evaluation);

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<sup>14</sup> Principal components factor analyses were performed using iterated commonality estimates. The number of factors with eigenvalues greater than 1.0 is shown in Table 5 for each composite.

Table 6a

## Intercorrelations Among Employee Composites Derived from Analyses of FY 81 Survey Data

Employee Composites	1	2	3	4	5	6	7	8	9	10	11	12
1 Job and Work	--											
2 Organization	.65	--										
3 Supervisor	.56	.62	--									
4 Co-workers	.52	.58	.81	--								
5 Organization & Assignment of Work	.59	.63	.71	.70	--							
6 Information and Communication	.64	.71	.89	.50	.79	--						
7 Placement and Promotion Programs	.68	.83	.56	.50	.63	.92	--					
8 Performance Evaluation Program	.67	.71	.91	.73	.70	.67	.67	--				
9 Training and Development Program	.54	.55	.58	.52	.64	.56	.56	.63	--			
10 Equal Employment Opportunity	.54	.80	.55	.49	.53	.59	.74	.62	.50	--		
11 Civilian Personnel Office	.54	.86	.53	.49	.54	.59	.86	.62	.50	.78	--	
12 Working Facilities	.35	.44	.36	.34	.43	.41	.43	.41	.37	.41	.43	--
13 Recognition and Award Programs	.60	.79	.68	.57	.59	.73	.82	.78	.57	.72	.71	.42

Table 6b

## Intercorrelations Among Supervisor Composites Derived from Analyses of FY 81 Survey Data

Supervisor Composites	1	2	3	4	5	6	7	8	9	10	11	12	13
1 Job and Work	--												
2 Organization	.65	--											
3 Supervisor	.71	.78	--										
4 Co-workers (Subordinates)	.57	.59	.49	--									
5 Top Management	.71	.82	.96	.48	--								
6 Organization & Assignment of Work	.72	.67	.76	.41	.76	--							
7 Information and Communication	.67	.74	.95	.47	.93	.76	--						
8 Placement and Promotion Programs	.69	.68	.67	.44	.69	.67	.67	--					
9 Job Grading and Assignments	.49	.53	.47	.47	.48	.47	.48	.55	--				
10 Discipline	.47	.47	.53	.52	.52	.41	.42	.43	.39	--			
11 Labor Relations	.33	.44	.40	.30	.42	.32	.42	.43	.38	.35	--		
12 Authority	.38	.44	.44	.47	.44	.37	.44	.38	.40	.82	.34	--	
13 Equal Employment Opportunity	.48	.59	.59	.37	.63	.49	.57	.81	.40	.35	.37	.32	--
14 Civilian Personnel Office	.50	.68	.58	.40	.61	.49	.61	.69	.67	.43	.52	.45	.56

3. The composites did not constitute a set of independent measures -- there was considerable item overlap among the composites;
4. The composites tended to be highly intercorrelated;
5. Most of the composites were apparently not measuring one underlying dimension or construct; and
6. A large proportion of the composites probably consisted of more items than necessary to reliably measure the constructs involved.

As described in the Analytic Methodology section, the first step in the iterative procedure used to identify reliable item composites was a series of factor analyses (see Table 2). The second step involved determination of the Alpha reliabilities of composite measures composed of items with high loadings on the factors obtained in the initial factor analyses. The results of these analyses were quite encouraging. Each of the factor analyses led to the identification of two or more composites that seemed to be measuring important content areas or constructs. In addition, these composites generally had respectable Alpha reliabilities (about .70 or higher). Moreover, the results obtained from analyses of the employee data base (employee plus supplemental questionnaires) generally paralleled those obtained from the supervisor data base (supervisory plus supplemental questionnaires) insofar as the two sets of analyses involved items of identical or similar content.

An example of the parallel results obtained with the employee and supervisor data is given in Tables 7 and 8 which present the rotated factor matrices obtained from analyses of items in the employee and supervisor data that involved employee/management relationships, leadership, evaluation of unit performance, and management's concern for employees. Across the two sets of data there were 15 items in common and 16 items unique to either the employee or supervisor data set. As judged from the content of the items having high loadings, the same three factors emerged in both analyses: Evaluation of Supervisor, Evaluation of Management (general), and Supervisor Support for Training Needs. The Alpha reliabilities of composites formed from items with high loadings on the three factors are given in Tables 9 and 10 for the employee and supervisor analyses, respectively. The tables also identify the items comprising these preliminary composites.

Tables 9 and 10 also give the reliabilities and item content of the composites that emerged from the factor analyses of the employee and supervisory questionnaire items involving retention/career plans, job satisfaction, job importance, and skill utilization. The two analyses involved 27 items in common and 27 items unique to one data set or the other. The employee factor analysis yielded 12 factors and 11 tentative composites, while the supervisor analysis yielded 8 factors and 8 suggested composites (see Table E-C, Appendix B). The eight supervisor composites paralleled eight of the composites obtained in the employee analyses, while the noncommon or unique employee items yielded the other three composites (see Table S-C, Appendix B). Two of the common composites -- Importance of Job and Work, and Satisfaction with Health and Life Insurance -- had low Alpha reliabilities in both the employee and supervisor data sets and were subsequently dropped. Similarly, the unique employee factor, Training is Provided and is Helpful, was dropped because of low reliability.

Table 7

Rotated Factor Loadings of Items Involving Employee/Management Relationships, Leadership Evaluation of Unit Performance, and Management Care and Concern for Employees (Employee Questionnaire)

Item No.	Abbreviated Item Content	Factor**		
		A-I	A-II	A-III
SQ8	Supervisor helps get me trng and exp. I need	57	31	46
SQ9	Supv & I discuss trng/dev needs once year	49	25	54
SQ10	I have a written IDP	15	18	71
SQ11	Got training indicated on IDP over last year	18	24	70
SQ18	Supv interest in employee welfare	76	32	24
SQ19	Supv is technically competent	70	27	15
SQ20	Supv competent in people skills	77	31	18
SQ21	Supv makes decisions I (sh)could make*	22	13	05
SQ29	Management is competent	32	75	13
SQ31	Mgmt treats empl w/respect	32	78	16
SQ32	Management makes timely decisions	24	75	15
SQ35	Mgmt listens to empl at my level	32	73	18
SQ36	Management keeps employees informed	29	74	21
E16	Informed about changes that affect me	38	44	22
E29	My unit is efficiently organized	44	45	17
E36	My work group is well run	55	43	14
E40	Supv outlined my goals/priorities	66	32	22
E41	Supv hard to talk to*	69	22	13
E42	Supv would take necessary correc action	53	28	13
E43	Supv lets me know how I am doing	67	28	24
E44	Supv encourages ideas/suggestions	73	27	19
E47	I have a good supervisor	86	25	12
E48	Supv gives me support I need	84	28	15
E56	Mgmt concerned with civilian empl	20	63	19
E63	Can get help from drug/alco prob here	12	21	06

\* Item was reflected

\*\* Decimal points omitted

Table 8

**Rotated Factor Loadings of Items Involving Employee/Management Relationships, Leadership Evaluation of Unit Performance, and Management Care and Concern for Employees (Supervisory Questionnaire)**

Item No.	Abbreviated Item Content	Factor**		
		A-I	A-II	A-III
SQ8	Supv helps get me training & experience I need	30	43	61
SQ9	Supv & I discuss trng/dev needs once year	24	42	67
SQ10	I have a written IDP	19	15	63
SQ11	Got training indicated on IDP over last year	22	13	62
SQ18	Supv interest in employee welfare	36	74	30
SQ19	Supv is technically competent	30	68	22
SQ20	Supv competent in people skills	34	76	21
SQ21	Supv makes decisions I (sh)could make*	28	20	13
SQ29	Management is competent	73	34	15
SQ31	Mgmt treats empl with respect	75	32	19
SQ32	Management makes timely decisions	73	24	18
SQ35	Mgmt listens to empl at my level	72	31	19
SQ36	Management keeps employees informed	72	28	23
S21	Mgmt concerned about civilian empl	56	18	25
S29	Feel free to go to supv w/ questions/problems	33	53	22
S36	Info thru official channels accurate	49	17	21
S47	My organization is well run	62	23	19
S48	Superiors understand unit capabilities	57	40	22
S54	My supv keeps me informed	43	53	33
S57	I feel trapped between employees & management*	45	18	17
S60	I get info needed to do my job	54	22	28

\* Item was reflected

\*\* Decimal points omitted



Table 9

## Alpha Reliabilities of Employee Questionnaire Composites Suggested from Initial Factor Analyses

Composite	Component Items	Factor	Alpha Reliability
Evaluation of Supervisor	E40 to 44, 47, 48, SQ 18 to 20	A-I	.944
Evaluation of Management (General)	E56; SQ29, 31, 32, 35, 36	A-II	.914
Unit is Efficiently Organized, Well Run	E29, 36	A-I & II	.794
Supervisor Supports Training Needs	SQ8 to 11	A-III	.816
Fairness re Discrimination, Promotion, Grievances	E50, 51, 53 to 55, 58, 62, 67, 73 (with added E79D, E)	B-I	.865
Awards & Recognition Given When Deserved	E15, 65, 79C; SQ23, 34	B-II	.876
Satisfaction with Chances, Fairness of Promotion	E11, 75, 79A	B-III	.764
Understands Performance Expectations	(with added E53 to 55)		.842
Fairness re Discipline/Grievances/Appeals	E19; SQ14	B-IV	.540
Preferential Treatment for Minorities	E79 D, E	B-V	.772
	E70, 71 (E70 reflected back)	B-VI	.527
Satisfaction with Building Conditions and Facilities	E78 A, B, F to H	C-I	.861
Job Satisfaction	E1, 2, 17, 20, 22, 24	C-II	.838
Importance of Various Benefits & Pay	SQ3 A to F	C-III	.734
Recommends Employer Similar to Own	SQ26, 27, 28	C-IV	.818
Satisfaction with Annual and Sick Leave	SQ20, E	C-V	.892
Would Leave Current Job (Go Inside Government)	SQ5 A, B, C	C-VI	.744
Satisfaction with Health and Life Insurance	SQ2 A, B	C-VII	.630
Importance of Job and Work	E23, 52; SQ13	C-VIII	.643
Would Leave Current Job (Go Outside Government)	SQ5 D, E	C-IX	.703
Satisfaction with Tools, Equipment and Supplies	SQ78 D, E	C-X	.822
Training is Provided and is Helpful	E5, 18	C-XI	.596
Cooperation/Teamwork	E39, 61, 64; SQ30, 33, 37	D-I	.825
Lack of Barriers to Effective Performance	E4, 9, 10, 11	D-II	.695
Ease of Effecting Changes	SQ15, 16	D-III	.524
CPD is Helpful	E49, 59, 72	E-I	.749

Table 10

## Alpha Reliabilities of Supervisory Questionnaire Composites Suggested from Initial Factor Analyses

Composite	Component Items	Factor	Alpha Reliability
Evaluation of Management (General)	S21, 36, 47, 48, 57, 60; S29, 31, 32, 35, 36	A-I	.916
Evaluation of Supervisor	S29, 54; SQ18, 19, 20	A-II	.886
Supervisor Supports Training Needs	SQ8 to 11	A-III	.821
Fairness re: Promotions	S10, 25, 30, 35, 38, 49; SQ23, 24	B-I	.841
Supervisor Belief and Use of Performance Standards	SQ6, 38 to 41	B-II	.731
Performance Standards, PAS, IAP are Effective Management Tools	S3, 14; SQ14	B-III	.651
Job Satisfaction	S9, 17, 27	C-I	.775
Importance of Job and Work	S19; SQ13	C-I	.552
Recommends Employer Similar to Own	SQ26, 27, 28	C-II	.850
Importance of Various Benefits and Pay	SQ3 A to F	C-III	.680
Satisfaction with Annual and Sick Leave	SQ2 D, E	C-IV	.696
Would Leave Current Job (Go Inside Government)	SQ5 A, B, C	C-V	.759
Satisfaction with Health and Life Insurance	SQ2 A, B	C-VI	.605
Would Leave Current Job (Go Outside Government)	SQ5 D, E	C-VII	.736
Cooperation/Team Work	S32; SQ30, 33, 37	D-I	.805
Enough Time, not too much Red Tape to do Supervisory Duties	S4; SQ42	D-II	.557
Positive Evaluation by Supervisor of Employee's Job Satisfaction	S12, 59	D-III	.811
Ease of Effectuating Change	SQ15, 16	D-IV	.580
CPD is Helpful	S43, 44, 46, 56, 62	E-I	.799
CPD Does Good Job re Administrative Services	S65 C to I	E-II	.830
Quality of Personnel Referrals	S6, 42, 58	E-III	.762
Management/Union Relationship is Positive	S63 A, C, D, F	G-I	.690
Sufficient Info/Training re Unions	S63 B, E	G-II	.817
Has Responsibility for Supervisory Tasks in General	S64 1, 3, 5, 6, 8, 9, 10, 11	H-I	.908
Has Authority for Supervisory tasks in General	S64 A, C, E, F, H, I, J, K	H-II	.886
Has Authority and Responsibility to Change Job Descriptions, Set Work Standards	S64 B, D	H-III	.786
Unit Supervisor has Enough Authority/Management Support	S2, 28, 33	H-IV	.727
Has Authority and Responsibility to Change Unit Structure	S64 L, S64-12	H-V	.755
Has Authority to get Subordinates Needed Training	S24, 64 G	H-VI	.598
Has Authority and Responsibility to get supplies, needed equipment	S64 M, S64-13	H-VII	.604

Tables 9 and 10 present the component items and Alpha reliabilities of the remaining composites suggested by the initial factor analyses. The rotated factor matrices resulting from the analyses of the employee and supervisor data are presented in Appendix B. As stated earlier, the clarity of the obtained factors content and the reliabilities of the composites formed on the basis of the factorial results were quite encouraging -- indicating that meaningful, reliable composites could be formed. Such composites could reduce considerably the task of interpreting the survey findings as well as increase the definitiveness of any conclusions drawn from the examination of variable interrelationships or comparisons among personnel groups.

Subsequent factor analyses, Alpha reliability computations, and examination of intercorrelations among the composite variables tended to confirm that reliable composites, measuring relatively independent constructs, could be formed from the survey items. The additional factor analyses that were conducted on the employee and supervisor data are presented respectively in Tables E-G to E-P and Tables S-I to S-P in Appendix B. The names, component items, and Alpha reliabilities of the finally derived composites are given in Table 11 for the employee data and Table 12 for the supervisor data.

The first eleven composites listed in Tables 11 and 12 are apparently measuring essentially the same constructs for employees and supervisors. In comparing the content of these composites, it can be seen that in some instances they have a minimal number of common items, e.g., Fairness re Promotion and Job Satisfaction. In addition to the composites measuring the same constructs, there were seven composites that were unique to the employee data and thirteen that were unique to the supervisor data. These composites, for the most part, were composed of items that were unique to either the employee or supervisory questionnaire. The findings suggest that, had the questionnaires had more items in common, additional composites measuring the same underlying constructs for both employees and supervisors would have emerged from the factor analyses.

### **Selection of Variables for Further Analysis and Discussion**

In order to limit the scope of the analyses, data for a number of items were not analyzed. Items were selected for inclusion following the criteria specified on page 27 in the methodology section. Single items that were dropped from further analyses are listed in Table 13. Altogether, 19 items from the employee questionnaire, 17 items from the supervisory questionnaire, and 10 items from the supplemental questionnaire were not included in this analysis.

The large number of variables analyzed was not conducive to succinct reporting. The authors decided, therefore, to limit the discussions of the results of the group comparisons to the findings obtained with 30 dependent variables -- 10 variables common to both the employee and supervisor data sets, and 10 variables unique to each data set. The authors selected the variables on the basis of judged importance of item content to Army civilian personnel policymakers. The sample of 30 items was judged by the authors to be sufficient

Table 11

## Alpha Reliabilities and Items Comprising the Final Employee Composites

Composite		Component Items	Alpha Reliability
ECOMP1	Evaluation of Management (General)	SQ29, 31 to 36	.929
ECOMP2	Job Satisfaction	E1, 2, 17, 20, 22, 24	.838
ECOMP3	Fairness re Promotion	E11, 54, 55, 75, 79A	.844
ECOMP4	Evaluation of Supervisor	E40, 43, 44, 47, 48; SQ18 to 20	.944
ECOMP5	Satisfaction with Annual & Sick Leave	SQ2 D, E	.892
ECOMP6	Importance of Pay & Various Benefits	SQ3 A to F	.734
ECOMP7	Would Leave Current Job (Go Inside Government)	SQ5 A to C	.744
ECOMP8	Would Leave Current Job (Go Outside Government)	SQ5 D, E	.703
ECOMP9	Supervisor Supports Training Needs	SQ8 to 11	.816
ECOMP10	Recommends Employer Similar to Own	SQ26 to 28	.818
ECOMP11	Civilians Important to Management	E56, 64; SQ37	.685
ECOMP12	Awards & Recognition Given When Deserved	E15, 65, 79C; SQ23	.842
ECOMP13	Absence of Inhibitors to Good Job Perf.	E4, 8, 9, 10, 13, 21, 37	.774
ECOMP14	Satisfaction with Tools, Equipment & Supplies	E78 D, E	.822
ECOMP15	CPO is helpful	E49, 59, 72	.749
ECOMP16	Fairness re: Discipline/Grievances/EEO	E50, 51, 58, 62, 79 D, E	.815
ECOMP17	Satisfaction with Building Conditions & Facilities	E78A, F to N	.866
ECOMP18	Unit is Efficiently Organized/Well Run	E34, 36, 39	.754

Table 12

## Alpha Reliabilities and Items Comprising the Final Supervisor Composites

Composite		Component Items	Alpha Reliability
SCOMP1	Evaluation of Management (General)	SQ29, 31 to 36	.929
SCOMP2	Job Satisfaction	S9, 17, 27	.775
SCOMP3	Fairness re Promotion	S10, 25, 35	.810
SCOMP4	Evaluation of Supervisor	S29, 54; SQ18 to 20	.886
SCOMP5	Satisfaction with Annual and Sick Leave	SQ2 D, E	.806
SCOMP6	Importance of Pay & Various Benefits	SQ3 A to F	.680
SCOMP7	Would Leave Current Job (Go Inside Government)	SQ5 A to C	.759
SCOMP8	Would Leave Current Job (Go Outside Government)	SQ5 D, E	.736
SCOMP9	Supervisor Supports Training Needs	SQ8 to 11	.821
SCOMP10	Recommends Employer Similar to Own	SQ26, 27, 28	.850
SCOMP11	Civilians Important to Management	S21, 32; SQ37	.708
SCOMP19	Positive Eval of CPO re Gen Functions	S43, 44, 46, 56, 62, 65 A to C	.842
SCOMP20	Positive Eval of CPO re Advisory/Counseling Services	S65 D to H	.807
SCOMP21	Has Time to Guide Subord/Perf Mgmt Resp	S31; SQ42	.737
SCOMP22	Sat with Quality of Pers Referrals	S6, 58	.769
SCOMP23	Pos Eval by Supv of Subord Job Sat.	S12, 59	.811
SCOMP24	Has A&R to Set/Chg Job Desc/Stnds	S64 B, C, D; S64-2, 3, 4	.828
SCOMP25	Has A&R to Chg Unit Structure	S64 L; S64-12	.755
SCOMP26	Has R to Control/Eval Empl Perf	S64-1, 5, 6, 8-11	.916
SCOMP27	Has A to Control/Eval Empl Perf	S64 A, E, F, H to K	.882
SCOMP28	Supervisor Use of Perf Standards	SQ38 to 41	.733
SCOMP29	Mgmt/Union Relationship is Positive	S63 A, C, D, F	.690
SCOMP30	Has Sufficient Info/Tmg re: Unions	S63 B, E	.817
SCOMP31	Tries to get subord jobs graded high	SQ43, 45	.826

Table 13

**Questionnaire Items Not Included in the Analyses**

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**Employee Questionnaire**

<u>Item No.</u>	<u>Abbreviated Item Content</u>
E7	Perform duties described in job description
E12	I understand how my job grade set
E16	Informed about changes that affect me
E19	I understand what is expected of me
E26	Do too much work above grade level
E27	Do too much work below grade level
E28	Often too little work to keep busy*
E29	My unit is efficiently organized
E35	Awards encourage good work
E45	Supervisor supports suggestion program
E46	Supervisor neutral re: union membership
E57	Do not feel loyalty to my organization*
E60	Too many reorganizations
E61	My organization good place to work
E74	Work group gets support from management
E78A	Satisfaction re: eating facilities
E78M	Satisfaction re: health services

**Supervisor Questionnaire**

S1	Abilities of subordinates well utilized
S4	Too much red tape in being a supervisor
S7	Could supervise more people than do now
S8	Understand how subordinates' grades are set
S11	Information thru official channels often late
S13	Suggestion program improves efficiency
S16	Subordinate training improves job performance
S18	Good employee ideas: re work methods/prac
S28	Unclear who has authority here
S33	Unit gets adequate support from management
S37	Unit org structure appropriate for mission
S40	Some do too much above grade levels
S41	Some do too much below grade levels
S47	My organization is well run
S48	Superiors understand unit capabilities
S55	Too many reorganizations
S57	I feel trapped between employment and management

**Supplemental Questionnaire**

SQ4	Type of people daily work with
SQ12	I understand my organization's mission
SQ16	Career damaged if try and fail something new
SQ21	Supervisor makes decisions I (sh)could make
SQ22	I would rather not be a supervisor
SQ25	Exercise important to job performance
SQ30	Work groups cooperate with each other
SQ44	Get subordinates' jobs graded comparable to others
SQ48	Job descriptions are responsibility of Pers. Office
SQ49	Red tape makes it difficult to get empl. recognition

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to indicate major trends in the mean differences among the various personnel groups. The tables in the text<sup>15</sup> that follows only present the results obtained for the 30 selected variables. Readers are encouraged, however, to examine the full range of differences obtained among the groups by examining the tables in the Supplement to this report.

### Comparisons Among Groups

As described earlier, the demographic and job-related group breakouts listed in Table 4 were used in making comparisons among different types of employees and supervisors. The results of the analyses of variance that were run to test the statistical significance of the obtained differences in means among the groups are presented in the Supplement to this report. The means of the subgroups and the number of personnel in each subgroup are also given in the Supplement tables along with the results of the statistical tests.

The analyses of variance run on the total variable set, and even on the reduced set of 30 variables, involve a large number of separate statistical tests. Whenever large numbers of statistical tests are run there is a high probability that at least some of the statistically significant results are the result of chance sampling factors and not the result of inherent group differences. To lessen the probability that any particular significant mean difference obtained was really the result of chance sampling factors, the authors decided to concentrate on mean differences significant at the .001 and .0001 levels.<sup>16</sup> In this regard, it should be borne in mind that a primary purpose of these analyses was to identify broad trends in the questionnaire data that differentiate between the various groups or types of respondents. The emphasis, therefore, is not on the individual mean differences obtained or on the values of the means themselves.

The use of the .001 level of significance does not guarantee that all of the statistical tests that came out significant reflect true population differences between the sampled groups. In the tables that follow, the results of 539 analysis of variance significance tests are shown. With that many tests, even if there really were not any population differences among the groups compared, there is about a .40 probability that one or two of the tests would turn out significant using the .001 level of significance. There is about a .02<sup>17</sup> probability that three or more of the 539 tests of the sample differences would turn out significant if, in fact, there really were not any population differences. In other words, one cannot be absolutely sure that

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<sup>15</sup> Owing to the length of these tables, they have been placed at the end of the text in order to facilitate reading of the Results section.

<sup>16</sup> The tables at the end of the report and in the Supplement give levels of significance: n.s. = not significant at the .05 level ( $P > .05$ ); .05 = Probability of test statistic is between .05 and .01 ( $.05 \geq P > .01$ ); .01 = Probability of test statistic is between .01 and .001 ( $.01 \geq P > .001$ ); .001 = Probability of test statistic is between .001 and .0001 ( $.001 \geq P > .0001$ ); .0001 = Probability of test statistic is .0001 or below ( $P \leq .0001$ ).

<sup>17</sup> Probabilities assume that each significance test is independent of each other test.

any particular test that came out significant reflects a true population difference.<sup>18</sup> However, considering the large number of significant differences obtained in the tests we ran (see Tables 12-24), and that our goal was to identify trends in the differences between groups rather than to dwell on any particular difference found, the effect of any erroneous rejections of true null hypotheses on the general inferences made concerning group trends is, in all likelihood, nil.

### Gender Comparisons

In general, male survey respondents tended to be more positive in their responses than females. (See Table 14 which presents comparisons of the responses of male and female supervisors and employees to the items comprising the 30 selected questionnaire variables.) For example, males (both employees and supervisors) expressed less willingness to leave their current jobs for others inside the government (Comp7). Males also felt more strongly that civilians were important to management (Comp11), that top management supports EEO goals (E58, S38), and that they planned to work for the Army until retirement (E66, S45). Male supervisors agreed more strongly that promotions were fair (SComp3) and that they were adequately trained or prepared to be supervisors (S22). Male employees agreed more strongly that management was interested in opportunities for females and minorities (E73).

A notable exception to this general trend involved the issue of drugs and alcohol (E32, S39). Female personnel, especially supervisors, disagreed more strongly that the performance of some personnel was being hurt by drugs and alcohol.

### Age Comparisons

As shown in Table 15, older personnel (51 and above) were generally more positive about their jobs. They tended to evaluate management higher (Comp1), indicated less inclination to leave their jobs (Comp7 & 8), and agreed more strongly that civilians are important to Army management (Comp11). In contrast, younger civilian personnel had lower job satisfaction levels (EComp2, SComp2) and were not as prone to say they would remain with the Army until retirement (E66, S45). Employees who were less than 41 years old were also relatively disaffected with their jobs. On the average, their evaluation of management was lowest (Comp1) and they agreed the least that their supervisor supports training needs (Comp9). Employees under age 41 agreed the least that management was interested in opportunities for females and minorities (E73). Similarly, among the supervisors under age 41, job satisfaction was lowest (SComp2), and evaluation of how the CPO performs its general functions was lowest (SComp19). These supervisors also agreed least often that they had enough authority to fulfill their supervisory responsibilities (S2) and that their subordinates could get the training that they needed (S24).

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<sup>18</sup> In the tables in the Supplement to this report, the results of 1743 analysis of variance significance tests are presented. Even if there really were not any population differences among the groups compared, there is about a .79 probability that one to four tests would turn out significant at the .001 level. There is about a .03 probability that five or more of the 1743 tests of sample differences would turn out significant if, in fact, there really were not any population differences.



### **Race/National Origin Comparisons**

The differences among Army civilian personnel when grouped by race were not, in general, as clear-cut as the differences among the various age groups or between males and females (see Table 16). For example, there were no significant differences among race groups in their evaluation of management (Comp1), whether their supervisor supports training needs (Comp9), their satisfaction with chances for promotion (E11, S30), their plans to remain with the Army until retirement (E66, S45), and their evaluation of their supervisors (EComp4, SComp4). There were, however, distinct differences in average responses to some survey questions. These differences, taken as a whole, point to white personnel being more satisfied with EEO practices than either blacks or hispanics. For example, whites, especially white supervisors, agreed more strongly that top management supports the EEO Program (E58, S38). White employees agreed more strongly that management was interested in opportunities for females and minorities (E73), and white supervisors were more apt to agree that the promotion system was fair (SComp3). Hispanics tended to be more satisfied with EEO/fairness concerns than blacks. On the three variables mentioned above -- management support of the EEO Program, management interest in opportunities for females and minorities, and the fairness of the promotion system -- hispanics had more positive responses on the average than blacks.

### **Grade Comparisons**

Not surprisingly, there was a strong trend in the data for civilian personnel in higher grades to respond more favorably to the survey items than personnel in lower grades. As seen in Table 17, this trend held for both employees and supervisors. Personnel in higher grades rated management higher (Comp1), indicated they would be less apt to leave their current job for another inside government (C7), agreed more strongly that their supervisor supports training needs (C9) and that top management supports EEO concerns (E58, S38), were more satisfied with their chances for promotion (E11, S30), and agreed more strongly that they planned to remain with the Army until retirement (E66, S45). Employees and supervisors in the higher grades also reported greater job satisfaction (EComp2 and SComp2) and believed more strongly in the fairness of the promotion system (EComp3 and SComp3).

Higher-grade employees reported that they had better job security (E3), that management was more interested in opportunities for females and minorities (E73), and that awards and recognition were given when deserved (EComp12). Higher grade employees also agreed more strongly that new employees are usually well qualified (E38). Similarly, higher grade supervisors agreed more strongly that the CPO performed its functions well (SComp19), that they were able to get subordinates training when needed (S24), and that they had enough authority to fulfill their supervisory duties (S2).

### **Education Comparisons**

In contrast to the results described above for the grade groups, the differences among the groups formed on the basis of the education levels presented a mixed picture, with one surprising exception -- personnel with less than a high school education generally made more favorable responses to the survey items than the other groups (see Table 18). Personnel

without high school diplomas had the highest means on the following variables: evaluation of management (Comp1), civilians important to management (Comp11), satisfaction with promotion chances (E11, S30), plans to remain with the Army until retirement (E66, S45), job satisfaction (EComp2 and SComp2), and evaluation of supervisor (EComp4 and SComp4). In the same vein, high school nongraduates had the lowest means, and therefore the most favorable responses, on the two composite measures concerned with the likelihood of whether they would leave their current job (Comp7 and Comp8).

Among the survey items to which only the employees responded, the high school nongraduates agreed the most that the CPO was helpful (EComp15), that they were able to get the training they needed (E5), and that management was interested in opportunities for females and minorities (E73). Similarly, supervisors who were not high school graduates agreed the most that they could get their subordinates training when needed (S24).

There were, however, exceptions to this trend -- on a few variables high school nongraduates made the most unfavorable responses on the average. They agreed least that the work they do supports their organization's mission (SQ13). They also agreed the most that there were personnel whose performance was being hurt by drugs or alcohol (E32, S39). Employees without a high school diploma also indicated least agreement with the survey item, new employees are usually well qualified (E38).

On each of the three variables (work supports organization's missions, personnel hurt by drugs/alcohol, and new employees are usually well qualified) cited above, in which high school nongraduates had the lowest means, college graduates with bachelors and advanced degrees had the highest means. College graduates also had the highest means on a number of other variables: supervisor supports training needs (Comp9), job security (E3), new employees are usually well qualified (E38), and fairness re: promotion (SComp3). On the other hand, college graduates, especially those with advanced degrees, indicated more inclination to leave their current job for one outside government (Comp8). They agreed least strongly that they planned to remain with the Army until they retired (E66, S45) and had the lowest levels of job satisfaction (EComp2 and SComp2).

There is some evidence in the tabular data that education level may have nonlinear relationships with a number of variables. Close examination of the means in Table 18 reveals that for some of the variables where high school nongraduates made the most favorable responses, college graduates had the next most favorable: evaluation of management (Comp1), would leave current job for another one inside government<sup>19</sup> (Comp7), and can get subordinates training when needed (S24). Similarly, on some variables where college graduates had the highest means, high school nongraduates had the next highest mean: supervisor supports training needs (Comp9), job security (E3), and fairness re promotion (SComp3). Future analyses should address the possibility of such nonlinear relationships further.

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<sup>19</sup> On this essentially negative variable (Comp7), college graduates had the next lowest means.

### **Length of Service Comparisons**

As in the case of education level, there is some evidence that length of service may have significant nonlinear relationships with a number of survey variables. As shown in Table 19, the less than six years and the more than 20 years of service groups had the highest means on several variables: evaluation of management (Comp1), would leave current job for one inside government<sup>20</sup> (Comp7), civilians are important to Army management (Comp11), satisfaction with chances for promotions (E11, S30), job satisfaction (EComp2 and SComp2), CPO is helpful (EComp15), am able to get needed training (E5), new employees get enough training to do their jobs (E31), and adequacy of training or preparation to be a supervisor (S22).

There were variables, however, where the group means exhibited linear trends. For example, personnel with fewer years of service were more apt to indicate that they would leave their current job for one outside government (Comp8). They also agreed less strongly than personnel with more service length that they would remain with the Army until retirement (E66, S45). However, employees with less service also felt more strongly that the promotion system was fair (EComp3). In addition, they tended to evaluate their supervisors more highly (EComp4).

Supervisors with more service, on the other hand, responded more favorably on a number of items than their counterparts with fewer years of service. Supervisors with 21 or more years of service had the highest means on these variables: fairness re: promotion (SComp3), positive evaluation of how well the CPO carries out general functions and handles advisory and counseling services (SComp19 and SComp20), satisfaction with the quality of personnel referrals (SComp22), has enough authority to fulfill supervisory duties (S2), and can obtain needed training for subordinates (S24). As a whole, the more senior (in terms of length of service) supervisors apparently felt more satisfied with the civilian personnel system than did supervisors with fewer years of service.

### **Pay System Comparisons**

With a few notable exceptions, the means of GS personnel were generally higher on the positive side than the means of WG personnel. (The means of the General Schedule (GS/GM) and similar and Wage Grade (WG) and similar personnel on the 30 select variables are presented in Table 20.) GS personnel had significantly higher means for the following variables available for both employees and supervisors: evaluation of management (Comp1), would leave current job for one inside government<sup>21</sup> (Comp7), supervisor supports training needs (Comp9), satisfaction with chances for promotion (E11, S30), there are personnel whose performance is hurt by drugs and alcohol (E32, S29 reflected), and the work I do supports my organization's mission (SQ13). Among the employee respondents to the survey,

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<sup>20</sup> On this essentially negative variable (Comp7), the less than six years and more than 20 year groups had the lowest means.

<sup>21</sup> On this essentially negative variable (Comp7), GS personnel had the lower means.

the GS employees had more favorable responses on the average about fairness re: promotion (EComp3), evaluation of supervisor (EComp4), awards/recognition given when deserved (EComp12), job security (E3), and new employees are usually well qualified (E38). The GS supervisors agreed more strongly that they could get their subordinates training when needed (S24).

As mentioned above, there were exceptions. For example, GS personnel indicated that they would be more apt to leave their current job for one outside the government (Comp8); they agreed less strongly on the average than did WG personnel that civilians were important to Army management (Comp11) and that they planned to remain with the Army until retirement (E66, S45). WG employees indicated higher levels of job satisfaction on the average than GS employees (EComp2). GS gave lower evaluations on the average than did the WG supervisors of the way in which CPO provides advisory and counseling services (SComp20).

### Size of Installation Comparisons

Perhaps the most prevalent trend in the comparisons of the responses of civilian personnel working at different size installations is the generally less positive responses of personnel in installations having 3000-4999 Army civilian employees. The mean responses to the survey items were fairly consistently lower for these personnel than for personnel from the other installation size groups (see Table 21). This trend was evidenced in both the employee and supervisor data. Of the variables based on identical employee and supervisor items, the following had significantly different means across the installation size groups, with the lowest mean being obtained for personnel from installations with 3000-4999 civilian employees: evaluation of management (Comp1), would leave current job for one inside the government<sup>22</sup> (Comp7), supervisor supports training needs (Comp9), civilian personnel are important to Army management (Comp11), satisfaction with chances for promotion (E11, S30), the performance of some staff members is being hurt by drugs and alcohol (E32, S39 reflected), and top management supports the EEO Program (E58, S38).

The same pattern held for variables composed of items unique to either the employee questionnaire or the supervisory questionnaire. Employees from installations with 3000-4999 Army civilian employees had the least favorable responses, on the average, on the following variables: fairness re: promotion (EComp3), evaluation of supervisor (EComp4), awards/recognition given when deserved (EComp12), the CPO is helpful (EComp15), job security (E3) and new employees are usually well qualified (E38). Supervisors from installations with 3000-4999 civilian employees had the lowest means on these variables: fairness re: promotion (SComp3), positive evaluation of CPO handling of its general functions (SComp19), and can get subordinates training when needed (S24).

For over half of the variables listed above, personnel from small installations (installations with less than 1,000 Army civilians) had the most favorable average responses.

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<sup>22</sup> On this essentially negative variable (Comp7), personnel from installations having 3000-4999 civilian employees had the highest means.

Personnel from medium sized installations (1000-2999 civilians) generally had the next most favorable responses, followed by personnel from extra large installations (5000 and above civilians).

There was one notable exception to the trend described above: personnel from the large and extra large installations agreed more strongly that they planned to remain with the Army until they retired (E66, S45).

### **Comparisons Between Personnel With Civilian and Military Supervisors**

There is a relatively clear trend in the data comparing the survey responses of personnel whose supervisors are Army civilians with the responses of personnel whose supervisors are in the military -- personnel with military supervisors generally made more favorable responses (see Table 22). For example, personnel (both employees and supervisors) with military supervisors evaluated management higher on the average (Comp1). They also agreed more strongly that top management supports the EEO Program (E58, S38) and that the work they did supports their organization's mission (SQ13). Furthermore, personnel with military supervisors did not agree as strongly as personnel with civilian supervisors that there were staff whose performance was being hurt by drugs or alcohol (E32, S39 reflected).

Employees with military supervisors evaluated their supervisors higher on the average than did employees with civilian supervisors (EComp4). They also agreed more strongly that awards and recognition were given when deserved (EComp12), that they had good job security (E3), and that new employees were usually well qualified (E38).

Supervisors who had military supervisors had higher levels of job satisfaction on the average than did supervisors with civilian supervisors (SComp2). They agreed more strongly that they had enough authority to fulfill their supervisory duties (S2). In addition, supervisors with military supervisors agreed more strongly on the average that they were adequately trained to be a supervisor (S22) and that they could get their subordinates training when needed (S24).

There were several notable exceptions to the general trend favoring military supervisors. Personnel with civilian supervisors felt that civilians were more important to Army management (Comp11). Personnel with civilian supervisors were also more satisfied with their chances for promotion (E11, S30) and agreed more strongly that they planned to stay with the Army until retirement (E66, S45).

### **Comparisons Among Supervisors**

The sampled supervisors were divided into three sets of subgroups: 1) supervisors who were first line supervisors vs those who were second line and above; 2) supervisors who had taken the Basic Civilian Supervisor Course vs those who had not; and 3) supervisors who had supervised Army civilians less than 3 years, from 3 to 5 years, from 6 to 10 years, and over 10 years. As comparisons among these groups could only be accomplished using variables taken from the supervisor data base, the description of the results given below is based on 20 of the 30 selected variables.

**First Line Supervisors vs Second Line and Above Supervisors.** There was a very strong trend in the data for second line and above supervisors to respond to the questionnaire items more favorably than first line supervisors. The differences between the means of the two groups were highly significant statistically (.001 level or below) for 17 out of the 20 variables (see Table 23). In 16 out of the 17 cases, the more positive responses were made by the second line and above supervisors. For example, second line and above supervisors had higher means on the following variables: evaluation of management and their own supervisors (SComp1 and SComp3), satisfaction with their jobs and chances for promotion (SComp2 and SComp4), evaluation of the CPO re: general functions and providing advisory/counseling services (SComp19 and SComp20), their authority to fulfill their duties (S2), and the training/preparation they received to be a supervisor (S22). The only variable in which first line supervisors made distinctly more favorable responses on the average was S39 reflected, there are people whose performance is being hurt by drugs/alcohol.

**Took Supervisor Course vs Did Not Take Course.** In contrast to the differences between first line supervisors and second line and above supervisors, there were few significant differences between those who took the basic Civilian Supervisor Course and those who did not (see Table 24). The most statistically significant differences involved the evaluation of the CPO and the supervisor's own training/preparation to be a supervisor. Supervisors who took the course gave more favorable evaluations of the way in which the CPO handled general functions and advisory and counseling services (SComp19 and SComp20). Supervisors who took the course agreed more strongly that they were adequately trained or prepared to be supervisors. Supervisors who took the course also agreed more strongly that their own supervisors support their training needs (SComp9) and they were more satisfied on the average with the quality of personnel referrals (SComp22).

**Time Supervised Army Civilians.** As perhaps could be expected from the results cited earlier concerning first line vs second line and above supervisors, supervisors with over ten years of experience supervising Army civilians made more favorable survey responses in general than supervisors with less supervisory experience (see Table 25). Supervisors with over ten years experience gave the most favorable responses on the average to the following variables: evaluation of management (SComp1), would leave current job for one inside the government (SComp7), supervisor supports training needs (SComp9), top management supports the EEO Program (S38), plan to remain with the Army until retirement (S45), job satisfaction (SComp2), fairness re: promotion (SComp3), positive evaluation of the CPO re general functions and providing advisory/counseling services (SComp 19 and SComp20), enough authority to fulfill supervisory duties (S2), adequacy of training/preparation to be a supervisor (S22), and can get subordinates training when needed (S24).

Interestingly, on the variables where the mean responses were significantly different but the supervisors with over ten years supervisory experience did not have the highest means, the most favorable responses were made by the supervisors with less than three years experience. Supervisors with less than three years supervisory experience agreed most strongly that they were satisfied with their chances for promotion (S30). They also gave their supervisors the highest evaluations on the average (SComp4). The pattern of means on this last variable (SComp4) and other variables, eg., evaluation of management (SComp1), job satisfaction (SComp2), and supervisor supports training needs (SComp9) suggests that for

some variables there may be a nonlinear relationship between years of supervisory experience and favorableness of response. This possibility should be explored in future analyses.

### **Employee/Supervisor Comparisons**

With a few exceptions, supervisors responded more favorably to the survey items than did employees. This trend can be seen in Table 26, which presents the mean responses of the sampled employees and supervisors on all the common composites and common single items that made up the questionnaires. Some of the variables on which the supervisors had higher means were evaluation of management (Comp1), satisfaction with annual and sick leave (Comp5), supervisor supports training needs (Comp9), plan to remain with Army until retirement (E66, S45), age will not affect promotion chances (E67, S49), satisfaction with chances for promotion and with the retirement plan (E11, S30 and SQ2C), understand how the performance appraisal system works (SQ6), and assignments and training prepare me for advancement (SQ17).

As mentioned above, there were, however, some exceptions to the general trend for supervisors to respond more favorably than employees. On the average, employees rated the importance of pay and various benefits higher than did supervisors (Comp6). They indicated more willingness to recommend an employer similar to their own (Comp10). Employees were more satisfied with their health insurance than supervisors (SQ2A). Employees also agreed more strongly that medals were as important as cash awards (SQ24).

### **Correlations Among Demographic Variables**

The intercorrelations among the demographic variables used to form the various subgroups contained few surprises. Tables 27 and 28 present these intercorrelation for the employees and supervisors, respectively.<sup>23</sup> As might be expected, there were high correlations in both matrices between grade and education and between age and length of service. These correlations, which average about .50 for the employees and supervisors, reflect basic Federal personnel trends -- more highly educated personnel tend to achieve higher grades and people tend to stay with the Federal Civil Service, especially as they begin to near retirement age.

Education and pay system were also fairly highly related in both the employee and supervisor samples (the average correlation was about .40). GS and similar employees generally have higher education levels than WG and similar employees.

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<sup>23</sup> The number of cases entering into the computation of the various correlation coefficients varied depending upon the number of cases which had missing data for the particular variable pair. Most of the correlations obtained from the employee data base were based on 5,600 or more cases. With 5,600 cases, a correlation of .044 or more is significant at the .001 level (two-tailed test). Most of the supervisor correlations were based on 3,000 or more cases. With 3,000 cases, a correlation of .060 or more is significant at the .001 level.

Table 27

## Correlation Matrix for Selected Employee Variables

VARIABLE	EAI	EB1	EC1	ED1	EE1	EF1	EG1	EH1	SIZE1	ECOMP1	ECOMP2	ECOMP3	ECOMP4	ECOMP7
Pay System	1.000	0.149	0.089	-0.044	0.410	-0.014	-0.029	0.229	-0.004	0.065	-0.046	0.044	0.070	-0.085
Grade	0.149	1.000	-0.371	0.129	0.460	-0.165	0.253	-0.033	0.025	0.003	0.132	0.106	0.009	-0.025
Sex	0.089	-0.371	1.000	-0.179	-0.196	0.004	-0.100	0.049	0.029	-0.018	-0.039	-0.002	-0.005	0.011
Age	-0.044	0.129	-0.179	1.000	-0.094	-0.057	0.526	0.016	0.011	0.067	0.088	-0.035	-0.002	-0.108
Education	0.410	0.460	-0.196	-0.094	1.000	-0.060	-0.101	0.096	0.006	0.023	-0.082	-0.012	0.007	-0.002
Race	-0.014	-0.165	0.004	-0.057	-0.060	1.000	-0.043	-0.014	0.060	0.057	0.044	-0.019	0.013	0.029
Service Length	-0.029	0.253	-0.100	0.526	-0.101	-0.043	1.000	-0.042	0.012	-0.021	0.027	-0.085	-0.057	-0.031
Supervisor Military	0.229	-0.033	0.049	0.016	0.096	-0.014	-0.042	1.000	0.014	0.075	0.003	0.016	0.043	-0.029
Number of Employees at Installation	-0.004	0.025	0.029	0.011	0.006	0.060	0.012	0.014	1.000	-0.042	0.007	-0.039	-0.025	0.032
Evaluation of Management	0.065	0.003	-0.018	0.067	-0.023	0.057	-0.021	0.075	-0.042	1.000	0.559	0.628	0.655	-0.333
Job Satisfaction	-0.046	0.132	-0.039	0.088	-0.082	0.044	0.027	0.003	0.007	0.559	1.000	0.601	0.488	-0.375
Fairness Re: Promotion	0.044	0.106	-0.002	-0.035	-0.012	-0.019	-0.085	0.016	-0.039	0.628	0.601	1.000	0.488	-0.270
Evaluation of Supervisor	0.070	0.009	-0.005	-0.002	0.007	0.013	-0.057	0.043	-0.025	0.655	0.488	1.000	0.488	-0.327
Would Leave Job for Inside Govt.	-0.085	-0.025	0.011	-0.108	-0.002	0.029	-0.031	-0.029	0.032	-0.333	-0.375	-0.270	-0.327	1.000
Would Leave Job for Outside Govt.	0.045	-0.020	0.026	-0.134	0.078	-0.015	-0.086	0.014	0.001	-0.240	-0.294	-0.210	-0.193	0.411
Supervisor Supports Training Needs	0.124	0.091	0.005	0.005	0.056	0.000	-0.004	0.007	-0.017	0.570	0.441	0.481	0.446	-0.280
Civilians Important to Management	-0.032	-0.021	-0.033	0.058	-0.070	0.094	-0.051	-0.061	-0.024	0.730	0.519	0.578	0.496	-0.257
Award/Recog Given as Deserved	0.088	0.060	-0.013	0.033	0.029	-0.023	-0.015	0.101	-0.031	0.600	0.487	0.621	0.633	-0.304
CPO is Helpful	-0.032	-0.041	-0.020	0.047	-0.063	0.096	-0.028	-0.030	-0.016	0.405	0.308	0.417	0.241	-0.124
I have Good Job Security	0.174	0.063	0.030	0.020	0.056	0.006	0.078	0.058	-0.014	0.301	0.309	0.366	0.252	-0.280
I am able to get the Training I Need	0.025	-0.025	0.028	0.048	-0.016	0.036	0.002	0.031	0.002	0.431	0.376	0.382	0.399	-0.223
I am Satisfied w/Chances for Promotion	-0.002	0.089	-0.001	-0.047	-0.042	0.026	-0.075	-0.039	-0.016	0.426	0.527	0.757	0.365	-0.226
New Empl get enough Trng to Do Job	-0.001	-0.017	-0.022	0.059	-0.025	0.048	0.018	0.024	-0.011	0.491	0.363	0.386	0.466	-0.218
People Whose Perf Hurt by Drugs/Alcohol	0.183	0.037	0.027	-0.035	0.089	-0.001	-0.040	0.055	-0.060	0.174	0.106	0.149	0.157	-0.088
New Empl Are Usually Well Qualified	0.104	0.033	0.013	-0.032	0.101	-0.008	-0.074	0.068	-0.036	0.413	0.279	0.303	0.372	-0.176
Top Management Supports EEO	0.054	0.040	-0.030	0.008	0.021	-0.121	-0.055	0.054	-0.057	0.497	0.360	0.487	0.376	-0.196
I Plan to Remain with Army till Retire	-0.140	0.029	-0.054	0.289	-0.172	0.001	0.249	-0.048	0.049	0.239	0.390	0.204	0.167	-0.174
Mgmt Intrsd in Optt for Fem/Minorities	-0.012	0.084	-0.185	0.079	-0.015	-0.140	0.011	-0.004	-0.044	0.420	0.340	0.438	0.296	-0.172
Wrk I Do Supports My Org Mission	0.036	-0.016	0.016	-0.004	0.022	0.005	-0.033	0.077	-0.000	0.201	0.234	0.114	0.202	-0.091

(Cont Inued)



Table 27 (continued)

## Correlation Matrix for Selected Employee Variables

VARIABLE	ECONP8	ECONP9	ECONP11	ECONP12	ECONP15	E3	E5	E11	E31	E32	E38	E58	E56	E73	SQ13
EAI Pay System	0.045	0.124	-0.032	0.088	-0.032	0.174	0.025	-0.002	-0.001	0.183	0.104	0.054	-0.140	-0.012	0.036
EB1 Grade	-0.020	0.091	-0.021	0.060	-0.041	0.063	-0.025	0.089	-0.017	0.037	0.033	0.040	0.029	0.084	-0.016
EC1 Sex	0.026	0.005	-0.033	-0.013	-0.020	0.030	0.028	-0.001	-0.022	0.027	0.013	-0.030	-0.054	-0.185	0.016
ED1 Age	-0.134	0.005	0.058	0.033	0.047	0.020	0.048	-0.047	0.059	-0.035	-0.032	0.008	0.289	0.079	-0.004
EE1 Education	0.078	0.056	-0.070	0.029	-0.063	0.056	-0.016	-0.042	-0.025	0.089	0.101	0.021	-0.172	-0.015	0.022
EF1 Race	-0.015	0.000	0.094	-0.023	0.096	0.008	0.038	0.026	0.048	-0.001	-0.008	-0.121	0.001	-0.140	0.066
EG1 Service Length	-0.086	-0.004	-0.051	-0.015	-0.028	0.078	0.002	-0.075	0.018	-0.040	-0.074	-0.055	0.249	0.011	-0.033
EH1 Supervisor Military	0.014	0.007	-0.061	0.101	-0.030	0.058	0.031	-0.039	0.024	0.055	0.068	0.054	-0.048	-0.004	0.077
SIZE1 Number of Employees at Installation	0.001	-0.017	-0.024	-0.031	-0.016	-0.014	0.002	-0.016	-0.011	-0.060	-0.035	-0.057	0.049	-0.044	-0.000
ECONP1 Evaluation of Management	-0.240	0.570	0.730	0.680	0.405	0.301	0.431	0.426	0.491	0.174	0.413	0.497	0.239	0.420	0.201
ECONP2 Job Satisfaction	-0.294	0.441	0.519	0.487	0.308	0.309	0.376	0.527	0.363	0.106	0.279	0.360	0.360	0.340	0.234
ECONP3 Fairness Re: Promotion	-0.210	0.481	0.578	0.621	0.417	0.306	0.382	0.757	0.386	0.149	0.383	0.487	0.204	0.428	0.114
ECONP4 Evaluation of Supervisor	-0.193	0.646	0.496	0.633	0.241	0.252	0.399	0.355	0.465	0.157	0.372	0.376	0.167	0.295	0.202
ECONP7 Would Leave Job for Inside Govt.	0.411	-0.260	-0.257	-0.304	-0.124	-0.200	-0.223	-0.226	-0.218	-0.098	-0.175	-0.195	-0.174	-0.172	-0.091
ECONP8 Would Leave Job for Outside Govt.	1.000	-0.164	-0.249	-0.200	-0.166	-0.164	-0.149	-0.167	-0.158	-0.040	-0.117	-0.125	-0.311	-0.144	-0.085
ECONP9 Supervisor Supports Training Needs	-0.164	1.000	0.454	0.559	0.260	0.274	0.490	0.363	0.432	0.136	0.322	0.334	0.154	0.275	0.141
ECONP11 Civilians Important to Management	-0.249	0.454	1.000	0.528	0.477	0.272	0.366	0.402	0.415	0.130	0.358	0.496	0.283	0.438	0.189
ECONP12 Award/Recog Given as Deserved	-0.200	0.559	0.528	1.000	0.293	0.265	0.391	0.421	0.417	0.134	0.365	0.423	0.161	0.356	0.157
ECONP15 CPD is Helpful	-0.166	0.260	0.477	0.293	1.000	0.192	0.268	0.257	0.246	0.100	0.233	0.373	0.200	0.319	0.106
E3 I have Good Job Security	-0.164	0.274	0.272	0.265	0.192	1.000	0.247	0.267	0.173	0.080	0.178	0.213	0.129	0.177	0.069
E5 I am able to get the Training I Need	-0.149	0.490	0.366	0.391	0.268	0.247	1.000	0.307	0.447	0.087	0.270	0.254	0.155	0.224	0.114
E11 I am Satisfied w/Chances for Promotion	-0.167	0.363	0.402	0.421	0.257	0.267	0.307	1.000	0.275	0.064	0.247	0.292	0.186	0.301	0.065
E31 New Empl get enough Trng to Do Job	-0.158	0.432	0.415	0.417	0.246	0.173	0.447	0.275	1.000	0.146	0.399	0.290	0.188	0.248	0.110
E32 People Whose Perf Hurt by Drugs/Alcohol	-0.040	0.136	0.130	0.134	0.100	0.080	0.087	0.064	0.146	1.000	0.196	0.132	0.029	0.083	0.069
E38 New Empl Are Usually Well Qualified	-0.117	0.322	0.358	0.365	0.233	0.178	0.270	0.247	0.399	0.186	1.000	0.289	0.074	0.223	0.077
E58 Top Management Supports EEO	-0.125	0.334	0.496	0.423	0.373	0.213	0.254	0.292	0.290	0.132	0.269	1.000	0.154	0.466	0.132
E66 I Plan to Remain with Army till Retire	-0.311	0.154	0.283	0.161	0.200	0.129	0.155	0.186	0.168	0.029	0.074	0.154	1.000	0.186	0.189
E73 Mgmt Intrsd in Optt for Fem/Minorities	-0.144	0.275	0.438	0.356	0.319	0.177	0.224	0.301	0.248	0.083	0.223	0.486	0.186	1.000	0.073
SQ13 Wrk I Do Supports My Org Mission	-0.095	0.141	0.189	0.157	0.106	0.089	0.114	0.065	0.110	0.089	0.077	0.132	0.169	0.073	1.000

Table 28

## Correlation Matrix for Selected Supervisor Variables

VARIABLE	SAI	SB1	SC1	SD1	SE1	SF1	SG1	SH1	SI1	SJ11	SK1	SIZE1	SCOMP1	SCOMP2	SCOMP3	SCOMP4
Pay System	1.000	0.365	0.170	-0.035	-0.076	0.376	0.098	0.188	0.019	-0.044	-0.067	-0.007	0.022	-0.017	0.017	0.028
Grade	0.365	1.000	-0.231	0.090	-0.228	0.527	0.308	0.115	0.206	-0.061	0.195	0.035	0.106	0.102	0.258	0.053
Sex	0.170	-0.231	1.000	-0.113	0.106	-0.165	-0.135	0.035	-0.194	0.050	-0.051	0.004	-0.032	-0.013	-0.097	-0.016
Age	-0.035	0.090	-0.113	1.000	-0.007	-0.121	0.094	0.058	0.415	0.075	0.494	0.048	0.082	0.074	0.030	0.010
Race	-0.076	-0.228	0.106	-0.007	1.000	-0.108	-0.074	0.000	-0.070	0.025	-0.041	0.064	-0.006	-0.039	-0.122	-0.022
Education	0.376	0.527	-0.165	-0.121	-0.108	1.000	0.134	0.117	0.060	-0.056	-0.163	0.030	-0.008	-0.055	0.077	0.004
Supv Level	0.098	0.308	-0.135	0.094	-0.074	0.134	1.000	0.166	0.312	-0.010	-0.028	-0.008	0.141	0.134	0.154	0.067
Supervisory Status	0.188	0.115	0.035	0.058	0.000	0.117	0.166	1.000	0.104	-0.010	-0.028	-0.018	0.066	0.079	0.044	0.012
Time Supv Civilian	0.019	0.206	-0.194	0.416	-0.070	0.060	0.312	0.104	1.000	0.064	0.468	-0.058	0.058	0.052	0.081	-0.014
Took Supv Course	-0.044	-0.061	0.050	0.025	0.025	-0.056	-0.005	-0.010	0.064	1.000	0.065	0.044	0.002	-0.009	0.032	0.025
Service Length	-0.067	0.195	-0.051	0.494	-0.041	-0.163	0.120	-0.028	0.468	0.065	1.000	0.044	0.067	0.040	0.085	0.015
Number of Employees at Installation	-0.007	0.035	0.004	0.048	0.064	0.030	-0.008	-0.018	-0.058	0.044	0.044	1.000	-0.031	-0.031	-0.095	-0.011
Evaluation of Management	0.022	0.106	-0.032	0.082	-0.006	-0.008	0.141	0.066	0.058	0.002	0.067	-0.031	1.000	0.544	0.564	0.697
Job Satisfaction	-0.017	0.102	-0.013	0.074	-0.039	-0.055	0.134	0.079	0.052	-0.009	0.040	-0.031	0.544	1.000	0.452	0.468
Fairness RE: Promotion	0.017	0.258	-0.097	0.030	-0.122	0.077	0.154	0.044	0.081	0.032	0.085	-0.095	0.564	0.452	1.000	0.440
Evaluation of Supervisor	0.028	0.053	-0.016	0.010	-0.022	0.004	0.067	0.012	-0.014	0.025	0.015	-0.011	0.697	0.468	0.440	1.000
Would Leave Job for Inside Govt.	-0.021	-0.145	0.073	-0.123	0.098	-0.021	-0.099	-0.017	-0.107	0.004	-0.157	0.018	-0.405	-0.372	-0.324	-0.343
Would Leave Job for Outside Govt.	0.037	-0.008	-0.047	-0.077	-0.007	0.097	0.005	0.038	-0.024	-0.032	-0.134	-0.018	-0.290	-0.239	-0.200	-0.230
Supv Supports Training Needs	0.060	0.144	-0.053	0.025	-0.048	0.050	0.073	-0.027	0.060	0.047	0.077	-0.059	0.562	0.386	0.426	0.638
Civilians Important to Management	-0.043	0.053	-0.056	0.102	0.011	-0.051	0.068	-0.081	0.038	0.038	0.052	-0.003	0.703	0.454	0.486	0.517
Pos Eval of CPD RE: Gen Functions	0.003	0.108	-0.014	0.131	0.003	-0.025	0.067	-0.018	0.086	0.071	0.131	-0.068	0.459	0.322	0.469	0.338
Pos Eval of CPD RE: Suprvy/Counseling Svc.	-0.058	0.032	-0.048	0.131	0.003	-0.073	0.146	0.002	0.177	0.079	0.151	-0.015	0.336	0.251	0.281	0.232
Sat w/ Quality of Pers Referrals	-0.001	0.044	0.022	0.064	0.013	-0.024	-0.004	-0.010	0.007	0.063	0.095	-0.023	0.314	0.243	0.311	0.228
Enough Authority to Fulfill Supv Duties	0.036	0.098	-0.015	0.078	-0.055	0.011	0.080	0.063	0.074	0.036	0.073	-0.024	0.531	0.475	0.408	0.525
Not Enough People to Get Work Done Here	0.004	0.011	-0.016	0.040	-0.020	0.015	-0.045	-0.032	0.017	0.023	0.044	-0.027	0.127	0.036	0.105	0.086
Adq Trained/Prep to be a Supervisor	-0.018	0.065	-0.125	0.251	0.022	0.011	0.157	0.049	0.277	0.133	0.142	-0.067	0.265	0.278	0.198	0.212
Get Subordinates Training When Needed	0.104	0.185	-0.039	0.118	-0.073	0.078	0.059	0.054	0.134	0.009	0.169	-0.038	0.339	0.250	0.323	0.250
I am Satisfied w/ Chances for Promotion	-0.052	0.129	-0.028	-0.003	-0.037	-0.062	0.096	-0.082	-0.069	0.012	0.010	-0.003	0.457	0.442	0.476	0.428
Top Management Supports EEO	-0.008	0.072	-0.061	0.037	-0.201	-0.021	0.110	0.026	0.056	0.007	0.052	-0.022	0.462	0.339	0.417	0.385
People Whose Perf Hurt by Drugs/Alcohol*	0.183	0.074	0.098	0.033	-0.026	0.059	-0.115	0.073	-0.022	0.032	0.008	-0.023	0.093	0.070	0.082	0.069
I Plan to Remain with Army Till Retire	-0.136	-0.008	-0.023	0.298	0.004	-0.198	0.066	-0.033	0.196	0.020	0.324	0.070	0.270	0.358	0.188	0.214
Work I Do Supports my Org Mission	0.062	0.025	0.041	0.011	-0.012	0.029	0.069	0.112	0.052	-0.012	-0.015	0.034	0.229	0.299	0.161	0.195

(Continued)

Table 28 (continued)

## Correlation Matrix for Selected Supervisor Variables

VARIABLE	SCOMP7	SCOMP8	SCOMP9	SCOMP11	SCOMP19	SCOMP20	SCOMP22	S2	S15	S22	S24	S30	S38	S39	S45	SQ13
SA1	-0.021	0.037	0.060	-0.043	0.003	-0.058	-0.001	0.036	0.004	-0.018	0.104	-0.052	-0.008	0.183	-0.136	0.065
SB1	-0.145	-0.008	0.144	0.053	0.108	0.032	0.044	0.098	0.011	0.065	0.185	0.129	0.072	0.074	-0.008	0.025
SC1	0.073	-0.047	-0.053	-0.056	-0.014	-0.048	0.022	-0.015	-0.016	-0.125	-0.039	-0.028	-0.061	0.098	-0.023	0.041
SD1	-0.123	-0.077	0.025	0.102	0.131	0.131	0.064	0.078	0.040	0.251	0.118	-0.003	0.037	0.033	0.298	0.011
SE1	0.098	-0.007	-0.048	0.011	0.003	0.003	0.013	-0.056	-0.020	0.022	-0.073	-0.037	-0.201	-0.026	0.004	-0.012
SF1	-0.021	0.097	0.050	-0.051	-0.025	-0.073	-0.024	0.011	0.015	0.011	0.078	-0.062	-0.021	0.059	-0.198	0.029
SG1	-0.099	0.005	0.073	0.068	0.067	0.146	-0.004	0.080	-0.045	0.157	0.059	0.096	0.110	-0.115	0.066	0.069
SH1	-0.017	0.038	-0.027	-0.081	-0.018	0.002	-0.010	0.063	-0.032	0.049	0.054	-0.082	0.026	0.073	-0.033	0.112
SI1	-0.107	-0.024	0.060	0.038	0.086	0.177	0.007	0.074	0.017	0.277	0.134	-0.069	0.056	-0.022	0.196	0.052
SJ11	0.004	-0.032	0.047	0.038	0.071	0.079	0.063	0.036	0.023	0.133	0.009	0.012	0.007	0.032	0.020	-0.012
SK1	-0.157	-0.134	0.077	0.052	0.131	0.151	0.095	0.073	0.044	0.142	0.169	0.010	0.052	0.008	0.324	-0.015
SIZE1	0.018	-0.018	-0.059	-0.003	-0.068	-0.015	-0.023	-0.024	-0.027	-0.007	-0.038	-0.003	-0.022	-0.023	0.070	0.034
SCOMP1	-0.405	-0.290	0.562	0.703	0.459	0.336	0.314	0.531	0.127	0.265	0.339	0.457	0.462	0.093	0.270	0.229
SCOMP2	-0.372	-0.239	0.386	0.454	0.322	0.251	0.243	0.475	0.036	0.278	0.250	0.442	0.339	0.070	0.358	0.299
SCOMP3	-0.324	-0.200	0.426	0.486	0.469	0.281	0.311	0.408	0.105	0.198	0.323	0.476	0.417	0.082	0.188	0.161
SCOMP4	-0.343	-0.230	0.638	0.517	0.338	0.232	0.228	0.525	0.086	0.212	0.250	0.428	0.385	0.069	0.214	0.195
SCOMP7	1.000	0.404	-0.291	-0.332	-0.209	-0.136	-0.131	-0.321	-0.089	-0.185	-0.181	-0.321	-0.247	-0.068	-0.277	-0.106
SCOMP8	0.404	1.000	-0.175	-0.273	-0.201	-0.101	-0.153	-0.221	-0.078	-0.120	-0.103	-0.217	-0.162	-0.086	-0.345	-0.077
SCOMP9	-0.291	-0.175	1.000	0.461	0.382	0.277	0.241	0.403	0.140	0.268	0.391	0.379	0.331	0.091	0.191	0.146
SCOMP11	-0.332	-0.273	0.461	1.000	0.459	0.316	0.318	0.424	0.130	0.245	0.306	0.410	0.407	0.064	0.286	0.164
SCOMP19	-0.209	-0.201	0.382	0.459	1.000	0.566	0.436	0.314	0.105	0.231	0.326	0.350	0.286	0.095	0.222	0.119
SCOMP20	-0.136	-0.101	0.277	0.316	0.566	1.000	0.227	0.205	0.039	0.209	0.194	0.239	0.205	0.010	0.180	0.090
SCOMP22	-0.131	-0.153	0.241	0.318	0.436	0.227	1.000	0.213	0.115	0.102	0.225	0.248	0.145	0.125	0.171	0.047
S2	-0.321	-0.221	0.403	0.424	0.314	0.205	0.213	1.000	0.141	0.263	0.276	0.318	0.288	0.098	0.206	0.203
S15	-0.089	-0.078	0.140	0.130	0.105	0.039	0.115	0.141	1.000	0.046	0.139	0.092	0.032	0.016	0.060	0.013
S22	-0.185	-0.120	0.268	0.245	0.231	0.209	0.102	0.263	0.046	1.000	0.237	0.168	0.161	0.069	0.206	0.182
S24	-0.181	-0.103	0.391	0.306	0.326	0.194	0.225	0.276	0.139	0.237	1.000	0.220	0.202	0.082	0.116	0.074
S30	-0.321	-0.217	0.379	0.410	0.350	0.239	0.248	0.318	0.092	0.168	0.220	1.000	0.287	0.039	0.214	0.070
S38	-0.247	-0.162	0.331	0.407	0.286	0.205	0.145	0.288	0.032	0.161	0.202	0.287	1.000	0.081	0.199	0.168
S39	-0.068	-0.086	0.091	0.064	0.095	0.010	0.125	0.098	0.016	0.069	0.082	0.039	0.081	1.000	0.049	0.111
S45	-0.277	-0.345	0.191	0.286	0.222	0.180	0.171	0.206	0.060	0.206	0.116	0.214	0.199	0.049	1.000	0.154
SQ13	-0.106	-0.077	0.146	0.164	0.119	0.090	0.047	0.203	0.013	0.182	0.074	0.070	0.168	0.111	0.154	1.000

Both gender and race were also related to grade. Females and minorities tended to have lower grades than males and whites. But females and minorities also tended to have lower education levels and service length and to be younger than males and whites. (Service length and age were positively related to grade in both the employee and supervisor samples.) Whether or not the grade differences between females and males and between minorities and whites can be explained by the generally lower education and age levels and shorter length of service of female and minority personnel will be determined in future multivariate analyses.

### **Correlations Among Selected Personnel Management Variables**

In general, for both the employees and supervisors, the variables that reflect sound, effective management were highly correlated among themselves and with job satisfaction. Tables 27 and 28 present the intercorrelations among selected variables for the employees and supervisors, respectively. The variables, evaluation of management, evaluation of supervisor, and civilians important to management had intercorrelations about .65 on the average. These variables were also highly related to employee and supervisor job satisfaction. Their average correlation with job satisfaction was about .50. Similarly high correlations were obtained for employees and supervisors by the three management variables with perceived fairness re promotion, with would recommend an employer similar to one's own, and with supervisor supports training needs.

Job satisfaction was also highly correlated with fairness re promotion and would recommend an employer similar to one's own (average correlation was about .50 for employees and supervisors). As might be expected, the variables, job satisfaction and would recommend an employer similar to own, were both highly correlated with plan to remain with Army until retirement (average correlation about .35 for employees and supervisors). Among the supervisors, job satisfaction was highly correlated with having enough authority to fulfill supervisory duties and with satisfaction with chances for promotion. While among employees, job satisfaction was highly related to whether awards and recognition were perceived as given when deserved and whether supervisors support training needs.

Other strong relationships can be found in Tables 27 and 28. For example, positive evaluations of the CPO are seen to be related to evaluation of management, civilians important to management, and fairness re promotion (average correlation about .45). Fairness re promotion and the two management variables are also highly correlated with the perception that management supports the EEO program, as is job satisfaction.

## DISCUSSION

The many differences among employee and supervisor groups found in the analyses are open to a large number of interpretations. Interpretation problems are particularly bothersome in examining results, like the present research, in which a large number of variables or characteristics are measured at one point in time and then related to one another essentially in variable pairs. In this regard it should be borne in mind also that some of the mean differences found between the various demographic groups could be reflecting in part differences in other variables (either measured or unmeasured) that differentiate the demographic groups. For example, if higher percentages of females work in units that have military supervisors or are assigned to military work groups, the differences obtained between males and females could in part reflect differences in supervisor and unit type (see Stawarski, Smith, Kilcullen, and Rigby, 1992). However, as stated at the outset of this report, it was not the intent of the authors to try to rigorously explain the results obtained. Later analyses will involve multivariate models in which hypothesized relationships among the variables are explicitly tested. As additional survey data become available from later administrations of the Army civilian survey, these models will be tested further.

The broad differences among some groups of employees and supervisors described in the Results Section warrant further investigation. The factors behind the generally more positive answers to the survey items given by male respondents, for example, need elucidation. As a group, male employees and supervisors on the average have higher grades, are older, and have more education than female personnel. Personnel at higher grades or who are older tended also to respond more positively to the survey questions. An interesting question here is whether the males and females begin their employment at the same general perceptual/attitudinal levels and then have differential experiences, or whether from the outset the views of the males are more positive. However, to answer this type of question, longitudinal or cross-sectional attitude data are needed immediately on entry to Army employment -- as well as after employment with Army for a few years. This type of information is needed to determine if interventions are needed, and if so, what type. For example, if the more negative views of the females about EEO matters reflect personal on-the-job experiences, then steps to address their concerns should be undertaken.

Similarly, the differences found among the age groups should be addressed. Younger personnel had lower job satisfaction levels and apparently would be more willing to leave their current jobs than older personnel. More educated employees also expressed more willingness to leave their jobs. These differences may be caused by a variety of factors not measured by the questionnaires, e.g., the "pay gap" or lack of pay comparability between white collar jobs in the Federal and private sectors (Risher, 1989), the transportability of pensions under the Federal Employment Retirement System (which is the retirement system for many younger civilians and the retirement system for all civilians hired into the Federal government after 1983) or differences among civilians' actual -- or perceived -- job opportunities in the private sector.

Policies and programs to attract and retain skilled employees and supervisors in order to develop a future cadre of competent Army civilians is an obvious must for Army, especially considering the current turnover within the Federal government and the outlook for

the future. A recent report (Van Rijn, 1989) showed that turnover was high for certain occupational groups (e.g., clerical and medical) and that there was a curvilinear relation between turnover rate and years of service -- with high turnover in employees with a few years of service (resignations) and employees with many years of service (retirement). Projected changes in the demographics of the national work force point to shortages in some occupations and the need for employers to emphasize retention of older employees. In addition, by the year 2000, Federal agencies will have lost the benefit of the Federal pension as a key retention factor for many of their employees since the new pension is transportable to private industry. An understanding of intangible aspects of the job (e.g., causes for changes in employee attitudes across time) will be imperative. Therefore, Army should investigate these relationships and, in fact, has already decided to collect some of the data needed as a part of the FY90 survey, e.g., the respondent's occupation and type of pension system. However, some of the other questions such as whether younger personnel who do leave tend to be higher in quality or more or less competent than the ones who remain, will be much more difficult to investigate.<sup>24</sup>

The fact that differences between the survey respondents when broken out by racial group was not as clear-cut as the differences between groups broken out by sex, age, and education is encouraging, but does not indicate a lack of problems in this area. Blacks and hispanics were not as satisfied about EEO practices as whites. Blacks, especially, agreed less strongly that management supports the EEO program and management is interested in opportunities for females and minorities. Whether this tendency is particularly prevalent among black females or other specific racial/gender/age/education groups should be determined. Taking positive steps that will dispel doubts about management commitment to the EEO Program in specific target groups should perhaps be an Army priority item. This is especially true since population projection (Johnston, 1987 and 1988) indicate that the future U. S. workforce will have larger proportions of youthful racial minorities and females than it currently does and, therefore, the Army's EEO image may be critical to recruiting and retaining civilians. For example, in a limited number of personal and telephone individual interviews conducted for another project, several women indicated that fairness in selection and other aspects of EEO was an attractive feature about Federal employment.

The finding that the employee and supervisor groups with 21 or more years of service generally made more positive responses to the survey items than individuals with 7 to 20 years of service raises several issues. Is this the result of attrition, where relatively

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<sup>24</sup> For example, problems will be encountered in measuring quality. The usefulness of official performance evaluations may be limited since the distribution of ratings is skewed (Van Rijn, 1989; Department of Army, 1989 and 1990) and other measures, e.g., the relationship between the job requirements and the person's skills, which the General Accounting Office (1988) recommended, would be extremely difficult and expensive to implement. At the current time, numerous organizations are researching the assessment of quality in Federal civilian employees. For example, PERSCOM has developed the Intern Intake Survey which will be used to study the quality of Army interns; the Office of Personnel Management and the Merit Systems Protection Board have jointly established an Advisory Committee on Federal Workforce Quality Assessment; and the Office of Personnel Management is examining the differences between official (or administrative) and research performance evaluations.

disaffected employees tend to leave the Federal service? It would seem, however, that negative changes do not usually occur in their early career, since individuals with 6 or less years of service often had higher means on key variables, e.g., job satisfaction, than the intermediate groups. It almost seems as if some disillusionment may be taking place after an initial period of Federal service. Later on, after 20 years of service, job incumbents may have either lowered their expectations or have become more satisfied with their current positions. The factors underlying the initial decline in positive job response rates clearly need to be determined as large numbers of Army civilian personnel have 6 to 20 years of service.

The differences obtained between the GS and WG employees did not present a consistent picture. In comparison to GS employees, WG employees, in general, are less well educated, gave lower evaluations of management, more often felt their supervisor did not support their training needs, and felt they had less job security. On the other hand, WG employees indicated higher levels of job satisfaction, on the average, and agreed more strongly that they planned to remain with the Army until retirement. The explanation for this apparent inconsistency may lie in the characteristics of wage grade jobs. The availability of blue collar jobs is declining nationally (Johnston and Packer, 1987), which may account for the WG employees' stronger intention to remain with Army. A major factor in the greater job satisfaction for WG employees may be that blue collar skills are easier to identify and match to the job -- thus resulting in better skills utilization. Another explanation may lie in the fact that WG employees less frequently had military supervisors. Employees with civilian supervisors generally gave management and their supervisors lower evaluations, but they agreed more strongly that they planned to remain with the Army until retirement. Of course, this explanation doesn't address why the employees with civilian supervisors had a somewhat inconsistent pattern of results in the first place. Future analyses should address this problem by examining more closely the differences between WG and GS employees and their military and civilian supervisors.

The generally less positive responses received from employees in installations having 3000-4999 employees likewise should be addressed through further analyses. An examination of the types of installations in this category revealed that they were frequently depots and troop support installations which, by the nature of their mission, have primarily lower skilled jobs. Therefore, these installations may have the disadvantages of large size (i.e., impersonal work relationships, difficulties in communicating or completing work, etc.) without the offsetting advantages of variety of types of jobs and advancement opportunities found at very large installations -- which also can offer the possible aspects of small size by being composed of several tenants. However, there may be other differences in the personnel composition at these installations. Or there may be locational differences, e.g., geographical location, that can account for the civilians at these installations having more negative responses.

One of the factors that could account for some of the observed differences among the various installation size groups as well as among supervisors grouped by other factors are the relative distributions of numbers of first line and second line and above supervisors at the installation. Second line and above supervisors have higher grades on the average, are relatively more frequently males, have more education, and have supervised civilians longer. Unfortunately, the data do not allow us to link the responses of specific employees with those

of their supervisors, so it is not possible to determine whether employees with higher grades and more experienced supervisors have more positive job orientations. But it may be possible through other analyses of these data and/or analysis of data collected in the future to determine more about the supervisors themselves and what accounts for and does not account for the differences among them and their subordinates.

One such difference among supervisors found in this analysis is the pattern of differences between supervisors who took the Basic Supervisor Course and those who did not. The fact that the two groups are alike in most ways indicates that there are no systematic differences between the two groups in job satisfaction, evaluation of management, etc. The more favorable evaluations of those who took the course concerning their training and preparation to be a supervisor indicates that the course may be achieving its purpose -- providing basic procedural training to supervisors. The basis for their more favorable evaluations of CPO services might lie in their more realistic expectations of CPO services. The collection and analyses of more in-depth data would be required to examine more definitively the impact and value of the supervisor course.

Another rich avenue of research might be investigating the relation between demographics of the supervisor and subordinates' evaluations. For example, as indicated earlier, military-supervised civilians in general responded more favorably to the survey items than civilian-supervised civilians. Why are military supervisors well received? What other demographic factors (e.g., supervisor's race or age) might be relevant? Addressing these questions is not easy however. There are severe problems involved in research which matches supervisors and subordinates and, in addition, subordinates may not be able to provide desired information about their supervisor (e.g., how long he or she has been a supervisor). In addition, these types of investigations require more intensive analyses than the mostly descriptive and bivariate analyses reported here.

As mentioned previously, the composites or baseline measures derived through this investigation can be used to measure employee and supervisory attitudes more accurately and reliably than individual questionnaire items, but improvements in measurement could be made. For example, to facilitate making comparisons between employees and supervisors, the composites for measuring job satisfaction and evaluation of supervisor could be revised to contain the same items. However, in making changes of this type, the questionnaires' main purpose must be considered. An interview with one of the developers of the employee and supervisory questionnaires brought out that in many instances the content of the employees and supervisory questionnaires was purposefully made different. For example, it might be adequate to just ask employees one or two items about their authority to do their job but, to measure Army's support of its supervisors, questions about their authority to perform various aspects of the job, e.g. select employees and evaluate performance, need to be asked -- especially as changes are being made in the civilian personnel system within Army and at the government-wide level.

In summary, the survey findings point to a number of differences among employee and supervisor groups. Some of these differences point to problem areas that should be addressed more fully in future analyses. Some of the problem areas, however, might best be addressed initially through the collection of additional data that could pinpoint the factors



underlying the group differences or reveal other differences. Information on the respondent's last performance appraisal and his/her evaluation of its accuracy could be used in investigating the relationship between individual productivity/performance and attitudes toward the supervisor, support of training, etc. Coordination with the policy proponents during this analysis emphasized the need for additional analysis/data in other areas, e.g., compensation and factors related to retention. In the areas currently measured -- and new areas to be measured in the future -- trend data obtained through repeated administrations of the survey would help determine whether any corrective personnel actions taken actually are having the desired impact.

## **RECOMMENDATIONS**

**As a result of the analyses conducted for this report, the authors have several recommendations for improving the Army-wide survey -- as a local program evaluation tool, as a research tool, and especially as an aid to decision-makers in developing policy.**

**As a first step in this process, we recommend that additional analyses of the biennial survey be conducted. There are at least four types of analyses that could be accomplished with the existing data base:**

- (1) Multivariate regression analyses using selected independent and dependent variables. The purpose of these analyses would be to identify the employment factors most associated with such important constructs as employee and supervisor job satisfaction, retention, and management and supervisor evaluations. This information would assist management in determining which employment factors or practices should be modified to achieve the most positive impact.**
- (2) Trend analyses using data from the FY88 and earlier biennial surveys (FY79 through FY85). The purpose of these analyses would be to determine whether the percentages or mean responses of Army civilian employees and supervisors on key questionnaire items show signs of becoming more or less favorable over time. These analyses, which are similar to ones done earlier by ODCP HQDA, would be supplemented by analyses of the interrelationships among variable values over time.**
- (3) Projections concerning the attitudes of Army civilians in the future. These analyses would project five to ten years into the future. Based upon anticipated changes in personnel demographics as of a function of U.S. population changes and trend and multivariate analytic results, these analyses would attempt to identify the problem areas that might become more exacerbated in the future unless corrective actions are undertaken soon.**
- (4) Development of a model showing how various employment factors interact. These analyses would be directed at determining where specific remedial actions, e.g, increased training and personnel development efforts, would have the most effect on employee and supervisor performance and retention.**

**The above analyses could be accomplished with existing data. We further recommend strongly that the results of analyses of the FY88 data, including the formation of composite personnel measures, be verified when the data from the FY90 biennial survey become available. The use of data from subsequent surveys will allow earlier findings to be continually validated and updated.**

**In addition to conducting analyses such as the ones listed above, we recommend revising the content of the questionnaires to include the capability for making analyses like the ones listed below:**

- Relative importance of and/or satisfaction with the tangible aspects of employment (i.e., pay and benefits) and the less tangible aspects of the job (e.g., recognition for work done, autonomy, or the challenge of the work itself).
- Relationship between perceived job opportunities or compensation in private industry jobs versus satisfaction and work motivation in Army and intent to remain with Army.
- Relationship between respondents' performance evaluation, its perceived accuracy or fairness, and other factors (e.g., intent to remain with Army).
- Relationship between supervisor characteristics and actions (or inaction) and subordinates' job satisfaction and performance or motivation and productivity.

Through interactions with policy-makers on additional analyses, other information needs in specific areas may become evident. Some of these needs can be met through revisions of the current instruments, lengthening the supervisory questionnaire and/or development of additional questionnaires (e.g., one for evaluating the services provided by the CPO).

To improve the usefulness and accessibility of the data, especially for program evaluation throughout Army, we further recommend:

- Adding important job-oriented factual information (e.g., occupational series) to the data file with the survey respondents' attitude data. This would increase the scope of future analyses. Care should be exercised, however, to maintain the respondents' anonymity to help ensure the continued validity of the data.
- Using the composites (baseline measures) in future program evaluations after the item composites (baseline measures) have been cross-validated.
- Developing the standardized computer programs needed for (1) analyzing the data collected by the MACOMs and other users using item composites, trend analysis, and other useful statistics; and (2) retrieving and using the Army-wide and MACOM comparative data.<sup>25</sup>
- Developing user manuals to guide personnelists in making the type of statistical comparisons and interpretations USACPEA needs and in using the models which are recommended for development in this report.

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<sup>25</sup> Conversations with MACOM and CPO personnelists indicate that they are frequently tabulating and analyzing questionnaire data manually.

In conclusion, the authors recommend that the large investment made by the Army in the development and administration of the biennial survey questionnaires and the processing of the collected data be more fully realized through the use of refined instruments, more comprehensive analyses, user manuals, and improved analytic tools at all levels -- including the local level.

**Table 14**

**GENDER**

**Means, Standard Deviations, Ranges, and Levels of Statistical Significance for Mean Differences**

**1. COMMON EMPLOYEE/SUPERVISOR COMPOSITES**

**COMP1: EVALUATION OF MANAGEMENT**

GROUP	GENDER		TOTAL	LEVEL
	FEMALE	MALE		
EMPLOYEE	2.92433 (2737)	2.95828 (2952)	2.94195 (5689)	
SUPERVISOR	3.24294 ( 709)	3.30846 (2379)	3.29342 (3088)	.0001
TOTAL	2.98989 (3446)	3.11455 (5331)	3.06561 (8777)	
LEVEL	.05			n.s.

**COMP7: WOULD LEAVE CURRENT JOB FOR INSIDE GOVERNMENT**

GROUP	GENDER		TOTAL	LEVEL
	FEMALE	MALE		
EMPLOYEE	3.16176 (2718)	3.13938 (2938)	3.15014 (5656)	
SUPERVISOR	3.05906 ( 714)	2.87472 (2372)	2.91737 (3086)	.0001
TOTAL	3.14039 (3432)	3.02116 (5310)	3.06797 (8742)	
LEVEL	.0001			.01

**COMP8: WOULD LEAVE CURRENT JOB FOR OUTSIDE GOVERNMENT**

GROUP	GENDER		TOTAL	LEVEL
	FEMALE	MALE		
EMPLOYEE	2.95112 (2680)	2.89384 (2873)	2.92148 (5553)	
SUPERVISOR	2.78183 ( 699)	2.91090 (2357)	2.88138 (3056)	.01
TOTAL	2.91610 (3379)	2.90153 (5230)	2.90725 (8609)	
LEVEL	n.s.			.01

Table 14 (continued)

## COMP9: SUPERVISOR SUPPORTS TRAINING NEEDS

GROUP	GENDER		TOTAL	LEVEL
	FEMALE	MALE		
EMPLOYEE	2.81531 (2761)	2.80509 (2986)	2.81000 (5747)	
SUPERVISOR	3.10882 ( 726)	3.22776 (2409)	3.20021 (3135)	.0001
TOTAL	2.87642 (3487)	2.99382 (5395)	2.94773 (8882)	
LEVEL		.05		.01

## COMP11: CIVILIANS IMPORTANT TO MANAGEMENT

GROUP	GENDER		TOTAL	LEVEL
	FEMALE	MALE		
EMPLOYEE	3.12900 (2836)	3.18544 (3045)	3.15822 (5881)	
SUPERVISOR	3.12284 ( 734)	3.24622 (2470)	3.21796 (3204)	n.s.
TOTAL	3.12773 (3570)	3.21266 (5515)	3.17929 (9085)	
LEVEL		.0001		n.s.

## 2. COMMON EMPLOYEE/SUPERVISOR ITEMS

## E11\_S30: I AM SATISFIED W/ CHANCES FOR PROMOTION

GROUP	GENDER		TOTAL	LEVEL
	FEMALE	MALE		
EMPLOYEE	2.54449 (2821)	2.54638 (3040)	2.54547 (5861)	
SUPERVISOR	3.01660 ( 723)	3.10106 (2464)	3.08190 (3187)	.0001
TOTAL	2.64080 (3544)	2.79469 (5504)	2.73442 (9048)	
LEVEL		n.s.		n.s.

## E32\_S39: PEOPLE WHOSE PERF HURT BY DRUGS/ALCOHOL\*

GROUP	GENDER		TOTAL	LEVEL
	FEMALE	MALE		
EMPLOYEE	3.56004 (2798)	3.49736 (3028)	3.52746 (5826)	
SUPERVISOR	4.19972 ( 721)	3.94476 (2462)	4.00251 (3183)	.0001
TOTAL	3.69111 (3519)	3.69800 (5490)	3.69530 (9009)	
LEVEL		.0001		.001

Table 14 (continued)

E58\_S38: TOP MANAGEMENT SUPPORTS EEO

GROUP	GENDER		TOTAL	LEVEL
	FEMALE	MALE		
EMPLOYEE	3.27412 (2809)	3.33476 (3035)	3.30561 (5844)	
SUPERVISOR	3.85160 ( 721)	3.98091 (2462)	3.95162 (3183)	.0001
TOTAL	3.39207 (3530)	3.62416 (5497)	3.53340 (9027)	
LEVEL		.0001		n.s.

E66\_S45: I PLAN TO REMAIN WITH ARMY TILL I RETIRE

GROUP	GENDER		TOTAL	LEVEL
	FEMALE	MALE		
EMPLOYEE	3.63282 (2797)	3.74650 (3002)	3.69167 (5799)	
SUPERVISOR	3.95000 ( 720)	4.00410 (2441)	3.99177 (3161)	.0001
TOTAL	3.69775 (3517)	3.86202 (5443)	3.79754 (8960)	
LEVEL		.001		n.s.

SQ13: WORK I DO SUPPORTS MY ORGANIZATION MISSION

GROUP	GENDER		TOTAL	LEVEL
	FEMALE	MALE		
EMPLOYEE	4.30965 (2745)	4.28797 (2976)	4.29837 (5721)	
SUPERVISOR	4.60055 ( 726)	4.54220 (2405)	4.55573 (3131)	.0001
TOTAL	4.37050 (3471)	4.40160 (5381)	4.38940 (8852)	
LEVEL		.05		n.s.

3. EMPLOYEE COMPOSITES

ECOMP2 : JOB SATISFACTION

GENDER	N	MEAN	STD	MIN	MAX	LEVEL
MALE	3047	3.40938	0.902328	1	5	
FEMALE	2842	3.33806	0.914539	1	5	.01

ECOMP3 : FAIRNESS RE: PROMOTION

GENDER	N	MEAN	STD	MIN	MAX	LEVEL
MALE	3047	2.82724	0.965829	1	5	
FEMALE	2838	2.82417	0.948481	1	5	n.s.

Table 14 (continued)

ECOMP4 : EVALUATION OF SUPERVISOR

GENDER	N	MEAN	STD	MIN	MAX	LEVEL
MALE	3047	3.38721	0.98510	1	5	n.s.
FEMALE	2836	3.37723	1.03383	1	5	

ECOMP12 : AWARDS/RECOG GIVEN WHEN DESERVED

GENDER	N	MEAN	STD	MIN	MAX	LEVEL
MALE	3048	2.81042	1.02797	1	5	n.s.
FEMALE	2839	2.78478	1.01939	1	5	

ECOMP15 : CPO IS HELPFUL

GENDER	N	MEAN	STD	MIN	MAX	LEVEL
MALE	3042	3.46110	0.815020	1	5	n.s.
FEMALE	2833	3.42834	0.827820	1	5	

4. EMPLOYEE ITEMS

E3 : I HAVE GOOD JOB SECURITY

GENDER	N	MEAN	STD	MIN	MAX	LEVEL
MALE	3021	3.55611	1.12934	1	5	.05
FEMALE	2813	3.62247	1.10910	1	5	

E5 : I AM ABLE TO GET THE TRNG I NEED

GENDER	N	MEAN	STD	MIN	MAX	LEVEL
MALE	3033	3.16485	1.18388	1	5	.05
FEMALE	2812	3.23080	1.17201	1	5	

E31 : NEW EMPL GET ENGH TRNG TO DO JOB

GENDER	N	MEAN	STD	MIN	MAX	LEVEL
MALE	3034	3.12294	1.12888	1	5	n.s.
FEMALE	2825	3.07221	1.14977	1	5	



Table 14 (continued)

E38 : NEW EMPL ARE USUALLY WELL QUALIFIED

GENDER	N	MEAN	STD	MIN	MAX	LEVEL
MALE	3037	2.97860	1.02177	1	5	n.s.
FEMALE	2810	3.00605	1.02876	1	5	

E73 : MGMT INTRSD IN OPPT FOR FEM/MINORITIES

GENDER	N	MEAN	STD	MIN	MAX	LEVEL
MALE	3022	3.24388	0.94875	1	5	.0001
FEMALE	2817	2.87398	1.01834	1	5	

5. SUPERVISOR COMPOSITES

SCOMP2 : JOB SATISFACTION

GENDER	N	MEAN	STD	MIN	MAX	LEVEL
MALE	2467	3.86171	0.815672	1	5	n.s.
FEMALE	727	3.83586	0.887557	1	5	

SCOMP3 : FAIRNESS RE: PROMOTION

GENDER	N	MEAN	STD	MIN	MAX	LEVEL
MALE	2466	3.29846	0.962048	1	5	.0001
FEMALE	727	3.07244	0.999553	1	5	

SCOMP4 : EVALUATION OF SUPERVISOR

GENDER	N	MEAN	STD	MIN	MAX	LEVEL
MALE	2470	3.71841	0.891923	1	5	n.s.
FEMALE	734	3.68304	0.933669	1	5	

SCOMP19 : POSITIVE EVALUATION OF CPO RE: GENERAL FUNCTIONS

GENDER	N	MEAN	STD	MIN	MAX	LEVEL
MALE	2467	3.60419	0.785521	1.37500	5.37500	n.s.
FEMALE	728	3.57891	0.773583	1.37500	5.37500	

Table 14 (continued)

SCOMP20 : POSITIVE EVALUATION OF CPO RE ADVISORY/COUNSELING SERVICES

GENDER	N	MEAN	STD	MIN	MAX	LEVEL
MALE	2453	3.50825	1.29652	1	6	.01
FEMALE	718	3.35822	1.35477	1	6	

SCOMP22 : SATISFIED W/ QUALITY OF PERSONNEL REFERRALS

GENDER	N	MEAN	STD	MIN	MAX	LEVEL
MALE	2455	3.15804	0.918473	1	5	n.s.
FEMALE	718	3.20613	0.880989	1	5	

6. SUPERVISOR ITEMS

S2 : ENGH AUTH TO FULFILL SUPV DUTIES

GENDER	N	MEAN	STD	MIN	MAX	LEVEL
MALE	2429	3.87690	1.09968	1	5	n.s.
FEMALE	711	3.83826	1.14597	1	5	

S15 : NOT ENGH PEOPLE TO GET WORK DONE HERE\*

GENDER	N	MEAN	STD	MIN	MAX	LEVEL
MALE	2462	2.54062	1.26102	1	5	n.s.
FEMALE	725	2.49103	1.27729	1	5	

S22 : ADQ TRAINED/PREP TO BE A SUPERVISOR

GENDER	N	MEAN	STD	MIN	MAX	LEVEL
MALE	2454	3.93317	0.93163	1	5	.0001
FEMALE	717	3.64156	1.07983	1	5	

S24 : GET SUBORDINATES TRAINING WHEN NEEDED

GENDER	N	MEAN	STD	MIN	MAX	LEVEL
MALE	2442	3.14414	1.16223	1	5	.05
FEMALE	711	3.03376	1.20046	1	5	

Table 15

## AGE

## Means, Standard Deviations, Ranges, and Levels of Statistical Significance for Mean Differences

## 1. COMMON EMPLOYEE/SUPERVISOR COMPOSITES

## COMP1: EVALUATION OF MANAGEMENT

GROUP	LESS THAN 31	31-40	41-50	AGE 51-55	56-60	OVER 60	TOTAL	LEVEL
EMPLOYEE	2.94996 ( 740)	2.85972 (1910)	2.92886 (1591)	3.00282 ( 723)	3.10375 ( 469)	3.16393 ( 260)	2.94294 (5693)	
SUPERVISOR	3.21896 ( 56)	3.15405 ( 630)	3.30481 (1268)	3.28727 ( 620)	3.43469 ( 383)	3.38374 ( 205)	3.29066 (3162)	.0001
TOTAL	2.96889 ( 796)	2.93273 (2540)	3.09560 (2859)	3.13413 (1343)	3.25252 ( 852)	3.26083 ( 465)	3.06711 (8855)	
LEVEL			.0001					n.s.

## COMP7: WOULD LEAVE CURRENT JOB FOR INSIDE GOVERNMENT

GROUP	LESS THAN 31	31-40	41-50	AGE 51-55	56-60	OVER 60	TOTAL	LEVEL
EMPLOYEE	3.23658 ( 739)	3.23918 (1917)	3.18750 (1584)	3.03991 ( 710)	2.93238 ( 456)	2.71916 ( 254)	3.15133 (5660)	
SUPERVISOR	2.95238 ( 56)	3.09406 ( 645)	2.97128 (1271)	2.84450 ( 612)	2.70459 ( 378)	2.61642 ( 199)	2.91722 (3161)	.0001
TOTAL	3.21656 ( 795)	3.20264 (2562)	3.09124 (2855)	2.94945 (1322)	2.82914 ( 834)	2.67403 ( 453)	3.06743 (8821)	
LEVEL			.0001					n.s.

## COMP8: WOULD LEAVE CURRENT JOB FOR OUTSIDE GOVERNMENT

GROUP	LESS THAN 31	31-40	41-50	AGE 51-55	56-60	OVER 60	TOTAL	LEVEL
EMPLOYEE	3.15962 ( 733)	3.04476 (1888)	2.82806 (1550)	2.73559 ( 694)	2.71011 ( 445)	2.76735 ( 245)	2.92178 (5555)	
SUPERVISOR	3.32727 ( 55)	3.09516 ( 641)	2.79553 (1252)	2.77483 ( 604)	2.89578 ( 379)	2.83763 ( 194)	2.87712 (3125)	.05
TOTAL	3.17132 ( 788)	3.05753 (2529)	2.81353 (2802)	2.75385 (1298)	2.79551 ( 824)	2.79841 ( 439)	2.90570 (8680)	
LEVEL			.0001					n.s.

Table 15 (Continued)

## COMP9: SUPERVISOR SUPPORTS TRAINING NEEDS

GROUP	LESS THAN 31	31-40	41-50	AGE 51-55	56-60	OVER 60	TOTAL	LEVEL
EMPLOYEE	2.87057 ( 743)	2.77472 (1938)	2.80345 (1606)	2.79711 ( 727)	2.90585 ( 470)	2.80868 ( 267)	2.81025 (5751)	.0001
SUPERVISOR	3.20536 ( 56)	3.10369 ( 651)	3.24909 (1284)	3.17813 ( 625)	3.20662 ( 390)	3.22805 ( 205)	3.19854 (3211)	
TOTAL	2.89403 ( 799)	2.85744 (2589)	3.00144 (2890)	2.97325 (1352)	3.04225 ( 860)	2.99082 ( 472)	2.94937 (8962)	
LEVEL				.05				n.s.

## COMP11: CIVILIANS IMPORTANT TO MANAGEMENT

GROUP	LESS THAN 31	31-40	41-50	AGE 51-55	56-60	OVER 60	TOTAL	LEVEL
EMPLOYEE	3.16291 ( 754)	3.10344 (1977)	3.12436 (1639)	3.18061 ( 741)	3.33097 ( 493)	3.34648 ( 279)	3.15720 (5883)	n.s.
SUPERVISOR	3.06433 ( 57)	3.06065 ( 665)	3.21866 (1311)	3.26009 ( 644)	3.35496 ( 393)	3.36651 ( 211)	3.21792 (3281)	
TOTAL	3.15598 ( 811)	3.09267 (2642)	3.16627 (2950)	3.21757 (1385)	3.34161 ( 886)	3.35510 ( 490)	3.17894 (9164)	
LEVEL				.0001				n.s.

## 2. COMMON EMPLOYEE/SUPERVISOR ITEMS

## E11\_S30: I AM SATISFIED W/ CHANCES FOR PROMOTION

GROUP	LESS THAN 31	31-40	41-50	AGE 51-55	56-60	OVER 60	TOTAL	LEVEL
EMPLOYEE	2.86605 ( 754)	2.49493 (1972)	2.47062 (1634)	2.48571 ( 735)	2.63934 ( 488)	2.50357 ( 280)	2.54716 (5863)	.0001
SUPERVISOR	3.19298 ( 57)	3.04992 ( 661)	3.09042 (1305)	3.07994 ( 638)	3.15090 ( 391)	2.93810 ( 210)	3.07940 (3262)	
TOTAL	2.88903 ( 811)	2.63426 (2633)	2.74583 (2939)	2.76184 (1373)	2.86689 ( 879)	2.68980 ( 490)	2.73742 (9125)	
LEVEL				.05				n.s.

## E32\_S39: PEOPLE WHOSE PERF HURT BY DRUGS/ALCOHOL\*

GROUP	LESS THAN 31	31-40	41-50	AGE 51-55	56-60	OVER 60	TOTAL	LEVEL
EMPLOYEE	3.65160 ( 752)	3.53411 (1964)	3.49478 (1627)	3.50685 ( 730)	3.44699 ( 481)	3.54909 ( 275)	3.52839 (5829)	.0001
SUPERVISOR	4.10526 ( 57)	3.95758 ( 660)	3.97699 (1304)	3.98430 ( 637)	4.12532 ( 391)	4.08612 ( 209)	4.00153 (3258)	
TOTAL	3.68356 ( 809)	3.64063 (2624)	3.70931 (2931)	3.72933 (1367)	3.75115 ( 872)	3.78099 ( 484)	3.69803 (9087)	
LEVEL				n.s.				n.s.

Table 15 (Continued)

## E58\_S38: TOP MANAGEMENT SUPPORTS EEO

GROUP	LESS THAN 31	31-40	41-50	AGE 51-55	56-60	OVER 60	TOTAL	LEVEL
EMPLOYEE	3.33910 ( 752)	3.29603 (1966)	3.26274 (1629)	3.30340 ( 735)	3.37090 ( 488)	3.40876 ( 274)	3.30476 (5844)	
SUPERVISOR	3.89474 ( 57)	3.87860 ( 659)	3.96705 (1305)	3.96389 ( 637)	3.97686 ( 389)	4.00474 ( 211)	3.95089 (3258)	.0001
TOTAL	3.37824 ( 809)	3.44229 (2625)	3.57601 (2934)	3.61006 (1372)	3.63968 ( 877)	3.66804 ( 485)	3.53604 (9102)	
LEVEL			n.s.			n.s.		

## E66\_S45: I PLAN TO REMAIN WITH ARMY TILL I RETIRE

GROUP	LESS THAN 31	31-40	41-50	AGE 51-55	56-60	OVER 60	TOTAL	LEVEL
EMPLOYEE	3.12383 ( 751)	3.53654 (1957)	3.78470 (1621)	4.00962 ( 728)	4.13180 ( 478)	4.21132 ( 265)	3.69172 (5800)	
SUPERVISOR	3.05263 ( 57)	3.52359 ( 657)	4.01311 (1297)	4.17143 ( 630)	4.39119 ( 386)	4.30622 ( 209)	3.99166 (3236)	.001
TOTAL	3.11881 ( 808)	3.53328 (2614)	3.88622 (2918)	4.08468 (1358)	4.24769 ( 864)	4.25316 ( 474)	3.79914 (9036)	
LEVEL			.0001					.001

## SQ13: WORK I DO SUPPORTS MY ORGANIZATION MISSION

GROUP	LESS THAN 31	31-40	41-50	AGE 51-55	56-60	OVER 60	TOTAL	LEVEL
EMPLOYEE	4.27199 ( 739)	4.31266 (1935)	4.31628 (1603)	4.24792 ( 722)	4.31049 ( 467)	4.27799 ( 259)	4.29852 (5725)	
SUPERVISOR	4.48214 ( 56)	4.55607 ( 651)	4.55590 (1279)	4.54006 ( 624)	4.56923 ( 390)	4.58738 ( 206)	4.55521 (3206)	.0001
TOTAL	4.28679 ( 795)	4.37394 (2586)	4.42262 (2882)	4.38336 (1346)	4.42824 ( 857)	4.41505 ( 465)	4.39066 (8931)	
LEVEL			n.s.					n.s.

## 3. EMPLOYEE COMPOSITES

## ECOMP2 : JOB SATISFACTION

AGE	N	MEAN	STD	MIN	MAX	LEVEL
UNDER 31	755	3.27430	0.916953	1	5	
31-40	1978	3.32049	0.932057	1	5	
41-50	1641	3.37309	0.911817	1	5	.0001
51-55	742	3.43767	0.876882	1	5	
56-60	493	3.58174	0.841647	1	5	
OVER 60	281	3.51649	0.829219	1	5	

Table 15 (Continued)

ECOMP3 : FAIRNESS RE: PROMOTION

AGE	N	MEAN	STD	MIN	MAX	LEVEL
UNDER 31	755	2.97967	0.910501	1	5	.001
31-40	1977	2.80363	0.959714	1	5	
41-50	1640	2.80466	0.960442	1	5	
51-55	741	2.77708	0.965926	1	5	
56-60	493	2.83327	0.971514	1	5	
OVER 60	281	2.83108	0.965043	1	5	

ECOMP4 : EVALUATION OF SUPERVISOR

AGE	N	MEAN	STD	MIN	MAX	LEVEL
UNDER 31	755	3.46406	0.99971	1	5	.05
31-40	1976	3.36212	1.02995	1	5	
41-50	1639	3.34761	1.01730	1	5	
51-55	742	3.35028	0.99027	1	5	
56-60	492	3.47073	0.95446	1	5	
OVER 60	281	3.45492	0.95527	1	5	

ECOMP12 : AWARDS/RECOG GIVEN WHEN DESERVED

AGE	N	MEAN	STD	MIN	MAX	LEVEL
UNDER 31	754	2.80393	0.99702	1	5	.05
31-40	1978	2.74473	1.02264	1	5	
41-50	1640	2.80757	1.04115	1	5	
51-55	742	2.82895	1.00543	1	5	
56-60	493	2.90568	1.04321	1	5	
OVER 60	282	2.86229	0.99547	1	5	

ECOMP15 : CPO IS HELPFUL

AGE	N	MEAN	STD	MIN	MAX	LEVEL
UNDER 31	755	3.43510	0.807137	1	5	.001
31-40	1973	3.40877	0.829664	1	5	
41-50	1637	3.42160	0.845267	1	5	
51-55	741	3.47346	0.794057	1	5	
56-60	493	3.57674	0.766805	1	5	
OVER 60	278	3.56475	0.791174	1	5	

4. EMPLOYEE ITEMS

E3 : I HAVE GOOD JOB SECURITY

AGE	N	MEAN	STD	MIN	MAX	LEVEL
UNDER 31	748	3.72059	1.01436	1	5	.0001
31-40	1963	3.51961	1.13691	1	5	
41-50	1629	3.52363	1.16836	1	5	
51-55	732	3.63251	1.08222	1	5	
56-60	489	3.70143	1.08304	1	5	
OVER 60	276	3.80797	1.07335	1	5	

Table 15 (Continued)

E5 : I AM ABLE TO GET THE TRNG I NEED

AGE	N	MEAN	STD	MIN	MAX	LEVEL
UNDER 31	753	3.24568	1.17348	1	5	.0001
31-40	1966	3.10071	1.17395	1	5	
41-50	1630	3.17730	1.20102	1	5	
51-55	734	3.22480	1.18995	1	5	
56-60	486	3.46502	1.09630	1	5	
OVER 60	278	3.31295	1.12049	1	5	

E31 : NEW EMPL GET ENGH TRNG TO DO JOB

AGE	N	MEAN	STD	MIN	MAX	LEVEL
UNDER 31	754	3.07958	1.16684	1	5	.0001
31-40	1969	3.03657	1.14971	1	5	
41-50	1637	3.04887	1.15702	1	5	
51-55	735	3.17551	1.11123	1	5	
56-60	487	3.35934	1.04833	1	5	
OVER 60	279	3.22939	1.03416	1	5	

E38 : NEW EMPL ARE USUALLY WELL QUALIFIED

AGE	N	MEAN	STD	MIN	MAX	LEVEL
UNDER 31	752	3.06782	1.00036	1	5	n.s.
31-40	1967	3.00051	1.02238	1	5	
41-50	1634	2.98042	1.02968	1	5	
51-55	734	2.96185	1.02422	1	5	
56-60	483	2.93375	1.05047	1	5	
OVER 60	279	2.96057	1.02586	1	5	

E73 : MGMT INTRSD IN OPPT FOR FEM/MINORITIES

AGE	N	MEAN	STD	MIN	MAX	LEVEL
UNDER 31	749	3.00134	0.92716	1	5	.0001
31-40	1970	2.98629	0.99583	1	5	
41-50	626	3.06642	1.04861	1	5	
51-55	732	3.19126	0.97101	1	5	
56-60	486	3.17695	0.97047	1	5	
OVER 60	277	3.26715	0.96727	1	5	

5. SUPERVISOR COMPOSITES

SCOMP2 : JOB SATISFACTION

AGE	N	MEAN	STD	MIN	MAX	LEVEL
UNDER 31	57	3.77193	0.819305	1.33333	5	.001
31-40	662	3.73691	0.874342	1.00000	5	
41-50	1307	3.87146	0.834973	1.00000	5	
51-55	641	3.86011	0.833137	1.00000	5	
56-60	392	3.96514	0.757966	1.00000	5	
OVER 60	211	3.93681	0.808492	1.00000	5	

Table 15 (Continued)

## SCOMP3 : FAIRNESS RE: PROMOTION

AGE	N	MEAN	STD	MIN	MAX	LEVEL
UNDER 31	57	3.04094	0.961708	1	5	.05
31-40	662	3.15055	0.982658	1	5	
41-50	1307	3.29916	0.991381	1	5	
51-55	640	3.23047	0.979782	1	5	
56-60	392	3.23980	0.922568	1	5	
OVER 60	211	3.25434	0.946772	1	5	

## SCOMP4 : EVALUATION OF SUPERVISOR

AGE	N	MEAN	STD	MIN	MAX	LEVEL
UNDER 31	57	3.66316	0.852859	1.60000	5	n.s.
31-40	665	3.67754	0.904756	1.00000	5	
41-50	1311	3.73000	0.899785	1.00000	5	
51-55	644	3.67490	0.930002	1.00000	5	
56-60	393	3.77252	0.848353	1.00000	5	
OVER 60	211	3.66872	0.921163	1.00000	5	

## SCOMP19 : POSITIVE EVALUATION OF CPO RE: GENERAL FUNCTIONS

AGE	N	MEAN	STD	MIN	MAX	LEVEL
UNDER 31	57	3.47452	0.631591	2.12500	5.00000	.0001
31-40	663	3.42352	0.774670	1.37500	5.37500	
41-50	1307	3.59347	0.780353	1.37500	5.37500	
51-55	641	3.65946	0.783669	1.37500	5.37500	
56-60	392	3.74234	0.755126	1.50000	5.37500	
OVER 60	211	3.75826	0.797601	1.62500	5.37500	

## SCOMP20 : POSITIVE EVALUATION OF CPO RE ADVISORY/COUNSELING SERVICES

AGE	N	MEAN	STD	MIN	MAX	LEVEL
UNDER 31	57	3.03333	1.20109	1	5.60000	.0001
31-40	655	3.20740	1.24192	1	6.00000	
41-50	1301	3.47654	1.30885	1	6.00000	
51-55	638	3.57876	1.30910	1	6.00000	
56-60	389	3.69190	1.33633	1	6.00000	
OVER 60	207	3.75314	1.34509	1	6.00000	

## SCOMP22 : SATISFIED W/ QUALITY OF PERSONNEL REFERRALS

AGE	N	MEAN	STD	MIN	MAX	LEVEL
UNDER 31	56	2.79464	0.796451	1.50000	4.50000	.01
31-40	657	3.11720	0.912294	1.00000	5.00000	
41-50	1300	3.14769	0.911877	1.00000	5.00000	
51-55	637	3.20173	0.917019	1.00000	5.00000	
56-60	391	3.28772	0.896405	1.00000	5.00000	
OVER 60	208	3.19952	0.925928	1.00000	5.00000	



Table 15 (Continued)

## 6. SUPERVISOR ITEMS

## S2 : ENGH AUTH TO FULFILL SUPV DUTIES

AGE	N	MEAN	STD	MIN	MAX	LEVEL
UNDER 31	55	3.74545	1.09237	1	5	.001
31-40	654	3.71713	1.14002	1	5	
41-50	1288	3.87112	1.10470	1	5	
51-55	628	3.89331	1.13087	1	5	
56-60	384	4.03646	1.04155	1	5	
OVER 60	205	3.96098	1.11515	1	5	

## S15 : NOT ENGH PEOPLE TO GET WORK DONE HERE\*

AGE	N	MEAN	STD	MIN	MAX	LEVEL
UNDER 31	57	2.80702	1.24554	1	5	.05
31-40	661	2.39939	1.24958	1	5	
41-50	1305	2.51418	1.26175	1	5	
51-55	638	2.58464	1.30986	1	5	
56-60	392	2.58418	1.24619	1	5	
OVER 60	210	2.61905	1.23258	1	5	

## S22 : ADQ TRAINED/PREP TO BE A SUPERVISOR

AGE	N	MEAN	STD	MIN	MAX	LEVEL
UNDER 31	56	3.39286	0.96632	1	5	.0001
31-40	655	3.49160	1.07352	1	5	
41-50	1299	3.83218	0.97638	1	5	
51-55	638	4.07053	0.90683	1	5	
56-60	391	4.15601	0.78034	1	5	
OVER 60	208	4.26923	0.64801	2	5	

## S24 : GET SUBORDINATES TRAINING WHEN NEEDED

AGE	N	MEAN	STD	MIN	MAX	LEVEL
UNDER 31	55	2.94545	1.12905	1	5	.0001
31-40	654	2.89755	1.21510	1	5	
41-50	1295	3.11429	1.18109	1	5	
51-55	632	3.17405	1.18017	1	5	
56-60	388	3.31443	1.07309	1	5	
OVER 60	206	3.39806	0.99599	1	5	

**Table 16**

**RACE/National Origin**

**Means, Standard Deviations, Ranges, and Levels of Statistical Significance for Mean Differences**

**1. COMMON EMPLOYEE/SUPERVISOR COMPOSITES**

**COMP1: EVALUATION OF MANAGEMENT**

GROUP	RACE				TOTAL	LEVEL
	BLACK	HISPANIC	WHITE	OTHER		
EMPLOYEE	2.99307 (1486)	2.99737 ( 512)	2.89641 (3265)	3.05332 ( 380)	2.94159 (5643)	.0001
SUPERVISOR	3.28805 ( 298)	3.25002 ( 111)	3.29476 (2627)	3.29241 ( 128)	3.29247 (3164)	
TOTAL	3.04234 (1784)	3.04239 ( 623)	3.07402 (5892)	3.11356 ( 508)	3.06765 (8807)	
LEVEL	n.s.					n.s.

**COMP7: WOULD LEAVE CURRENT JOB FOR INSIDE GOVERNMENT**

GROUP	RACE				TOTAL	LEVEL
	BLACK	HISPANIC	WHITE	OTHER		
EMPLOYEE	3.18818 (1464)	3.24508 ( 508)	3.12603 (3265)	3.10753 ( 372)	3.15181 (5609)	n.s.
SUPERVISOR	3.12500 ( 292)	3.27879 ( 110)	2.87043 (2633)	3.10677 ( 128)	2.91769 (3163)	
TOTAL	3.17768 (1756)	3.25108 ( 618)	3.01192 (5898)	3.10733 ( 500)	3.06739 (8772)	
LEVEL	.0001					.01

**COMP8: WOULD LEAVE CURRENT JOB FOR OUTSIDE GOVERNMENT**

GROUP	RACE				TOTAL	LEVEL
	BLACK	HISPANIC	WHITE	OTHER		
EMPLOYEE	2.92392 (1413)	2.82150 ( 493)	2.93555 (3235)	2.92740 ( 365)	2.92181 (5506)	n.s.
SUPERVISOR	2.84698 ( 281)	2.86538 ( 104)	2.88240 (2619)	2.88618 ( 123)	2.87880 (3127)	
TOTAL	2.91116 (1694)	2.82915 ( 597)	2.91177 (5854)	2.91701 ( 488)	2.90623 (8633)	
LEVEL	n.s.					n.s.

**COMP9: SUPERVISOR SUPPORTS TRAINING NEEDS**

GROUP	RACE				TOTAL	LEVEL
	BLACK	HISPANIC	WHITE	OTHER		
EMPLOYEE	2.76903 (1493)	2.82092 ( 517)	2.80835 (3309)	2.94663 ( 381)	2.80844 (5700)	.0001
SUPERVISOR	3.14356 ( 303)	3.08108 ( 111)	3.22026 (2670)	3.01680 ( 129)	3.20005 (3213)	
TOTAL	2.83222 (1796)	2.86691 ( 628)	2.99229 (5979)	2.96438 ( 510)	2.94961 (8913)	
LEVEL	n.s.					.01

Table 16 (Continued)

## COMP11: CIVILIANS IMPORTANT TO MANAGEMENT

GROUP	BLACK	HISPANIC	WHITE	OTHER	TOTAL	LEVEL
EMPLOYEE	3.23335 (1547)	3.29055 ( 522)	3.09051 (3377)	3.28627 ( 386)	3.15926 (5832)	
SUPERVISOR	3.32262 ( 311)	3.14348 ( 115)	3.21360 (2727)	3.13486 ( 131)	3.21833 (3284)	n.s.
TOTAL	3.24830 (1858)	3.26400 ( 637)	3.14551 (6104)	3.24790 ( 517)	3.18054 (9116)	
LEVEL			.001			.001

## 2. COMMON EMPLOYEE/SUPERVISOR ITEMS

## E11\_S30: I AM SATISFIED W/ CHANCES FOR PROMOTION

GROUP	BLACK	HISPANIC	WHITE	OTHER	TOTAL	LEVEL
EMPLOYEE	2.50844 (1540)	2.66923 ( 520)	2.51604 (3366)	2.78497 ( 386)	2.54560 (5812)	
SUPERVISOR	2.95114 ( 307)	2.93043 ( 115)	3.10166 (2715)	3.07752 ( 129)	3.08053 (3266)	.0001
TOTAL	2.58202 (1847)	2.71654 ( 635)	2.77750 (6081)	2.85825 ( 515)	2.73805 (9078)	
LEVEL			n.s.			.05

## E32\_S39: PEOPLE WHOSE PERF HURT BY DRUGS/ALCOHOL\*

GROUP	BLACK	HISPANIC	WHITE	OTHER	TOTAL	LEVEL
EMPLOYEE	3.49836 (1523)	3.48538 ( 513)	3.52948 (3358)	3.70390 ( 385)	3.52898 (5779)	
SUPERVISOR	3.85761 ( 309)	3.92174 ( 115)	4.01070 (2710)	4.13281 ( 128)	3.99785 (3262)	.0001
TOTAL	3.55895 (1832)	3.56529 ( 628)	3.74440 (6068)	3.81092 ( 513)	3.69815 (9041)	
LEVEL			.01			n.s.

## E58\_S38: TOP MANGEMENT SUPPORTS EEO

GROUP	BLACK	HISPANIC	WHITE	OTHER	TOTAL	LEVEL
EMPLOYEE	3.08475 (1534)	3.25725 ( 517)	3.40894 (3355)	3.35309 ( 388)	3.30583 (5794)	
SUPERVISOR	3.50325 ( 308)	3.66957 ( 115)	4.03247 (2710)	3.57364 ( 129)	3.95156 (3262)	.0001
TOTAL	3.15472 (1842)	3.33228 ( 632)	3.68755 (6065)	3.40812 ( 517)	3.53843 (9056)	
LEVEL			.0001			.0001

Table 16 (Continued)

## E66\_S45: I PLAN TO REMAIN WITH ARMY TILL I RETIRE

GROUP	RACE				TOTAL	LEVEL
	BLACK	HISPANIC	WHITE	OTHER		
EMPLOYEE	3.62459 (1513)	3.92218 ( 514)	3.69311 (3340)	3.66404 ( 381)	3.69363 (5748)	
SUPERVISOR	4.01639 ( 305)	4.02679 ( 112)	3.99221 (2695)	3.94531 ( 128)	3.99383 (3240)	.0001
TOTAL	3.69032 (1818)	3.94089 ( 626)	3.82668 (6035)	3.73477 ( 509)	3.80185 (8988)	
LEVEL			n.s.			n.s.

## SQ13: WORK I DO SUPPORTS MY ORGANIZATION MISSION

GROUP	RACE				TOTAL	LEVEL
	BLACK	HISPANIC	WHITE	OTHER		
EMPLOYEE	4.29630 (1485)	4.32290 ( 511)	4.29512 (3297)	4.29474 ( 380)	4.29790 (5673)	
SUPERVISOR	4.53311 ( 302)	4.55856 ( 111)	4.55906 (2667)	4.53906 ( 128)	4.55580 (3208)	.0001
TOTAL	4.33632 (1787)	4.36495 ( 622)	4.41315 (5964)	4.35630 ( 508)	4.39106 (8881)	
LEVEL			n.s.			n.s.

## 3. EMPLOYEE COMPOSITES

## ECOMP2 : JOB SATISFACTION

RACE	N	MEAN	STD	MIN	MAX	LEVEL
BLACK NOT HISP	1548	3.35568	0.911801	1	5	
HISPANIC	522	3.53145	0.884724	1	5	.0001
WHITE NOT HISPANIC	3379	3.34170	0.913551	1	5	
OTHER	389	3.53796	0.854237	1	5	

## ECOMP3 : FAIRNESS RE: PROMOTION

RACE	N	MEAN	STD	MIN	MAX	LEVEL
BLACK NOT HISP	1547	2.74307	0.945778	1	5	
HISPANIC	522	2.89575	0.976582	1	5	.001
WHITE NOT HISPANIC	3377	2.84129	0.958186	1	5	
OTHER	388	2.92629	0.956086	1	5	

## ECOMP4 : EVALUATION OF SUPERVISOR

RACE	N	MEAN	STD	MIN	MAX	LEVEL
BLACK NOT HISP	1545	3.38721	1.00547	1	5	
HISPANIC	521	3.35243	1.05330	1	5	n.s.
WHITE NOT HISPANIC	3379	3.37131	1.00908	1	5	
OTHER	388	3.50092	0.96708	1	5	

Table 16 (Continued)

## ECOMP12 : AWARDS/RECOG GIVEN WHEN DESERVED

RACE	N	MEAN	STD	MIN	MAX	LEVEL
BLACK NOT HISP	1547	2.73395	1.02421	1	5	.001
HISPANIC	522	2.74856	1.02745	1	5	
WHITE NOT HISPANIC	3379	2.81841	1.01714	1	5	
OTHER	389	2.94344	1.05715	1	5	

## ECOMP15 : CPO IS HELPFUL

RACE	N	MEAN	STD	MIN	MAX	LEVEL
BLACK NOT HISP	1546	3.57342	0.770583	1	5	.0001
HISPANIC	521	3.49264	0.839528	1	5	
WHITE NOT HISPANIC	3371	3.37926	0.829631	1	5	
OTHER	388	3.45833	0.842829	1	5	

## 4. EMPLOYEE ITEMS

## E3 : I HAVE GOOD JOB SECURITY

RACE	N	MEAN	STD	MIN	MAX	LEVEL
BLACK NOT HISP	1528	3.54319	1.08002	1	5	.01
HISPANIC	513	3.66277	1.09389	1	5	
WHITE NOT HISPANIC	3357	3.58475	1.13970	1	5	
OTHER	387	3.75969	1.09952	1	5	

## E5 : I AM ABLE TO GET THE TRNG I NEED

RACE	N	MEAN	STD	MIN	MAX	LEVEL
BLACK NOT HISP	1532	3.28460	1.18556	1	5	.01
HISPANIC	518	3.13707	1.19417	1	5	
WHITE NOT HISPANIC	3364	3.15963	1.17376	1	5	
OTHER	385	3.26753	1.14955	1	5	

## E31 : NEW EMPL GET ENGH TRNG TO DO JOB

RACE	N	MEAN	STD	MIN	MAX	LEVEL
BLACK NOT HISP	1540	3.16753	1.17168	1	5	.01
HISPANIC	516	3.13566	1.17457	1	5	
WHITE NOT HISPANIC	3371	3.04954	1.12494	1	5	
OTHER	385	3.17143	1.07854	1	5	

## E38 : NEW EMPL ARE USUALLY WELL QUALIFIED

RACE	N	MEAN	STD	MIN	MAX	LEVEL
BLACK NOT HISP	1532	2.99217	1.03369	1	5	n.s.
HISPANIC	518	2.90347	1.06389	1	5	
WHITE NOT HISPANIC	3363	2.99524	1.01152	1	5	
OTHER	385	3.03117	1.05281	1	5	

Table 16 (Continued)

E73 : MGMT INTRSD IN OPPT FOR FEM/MINORITIES

RACE	N	MEAN	STD	MIN	MAX	LEVEL
BLACK NOT HISP	1533	2.82192	1.01759	1	5	.0001
HISPANIC	518	3.01351	1.01907	1	5	
WHITE NOT HISPANIC	3353	3.18461	0.96766	1	5	
OTHER	384	3.07031	0.97902	1	5	

5. SUPERVISOR COMPOSITES

SCOMP2 : JOB SATISFACTION

RACE	N	MEAN	STD	MIN	MAX	LEVEL
BLACK NOT HISP	310	3.75968	0.903589	1	5	n.s.
HISPANIC	115	3.76667	0.915483	1	5	
WHITE NOT HISPANIC	2719	3.87152	0.824693	1	5	
OTHER	130	3.86026	0.760458	1	5	

SCOMP3 : FAIRNESS RE: PROMOTION

RACE	N	MEAN	STD	MIN	MAX	LEVEL
BLACK NOT HISP	310	2.90914	1.00952	1	5	.0001
HISPANIC	115	2.97101	1.01698	1	5	
WHITE NOT HISPANIC	2718	3.29544	0.96166	1	5	
OTHER	130	3.14231	1.01095	1	5	

SCOMP4 : EVALUATION OF SUPERVISOR

RACE	N	MEAN	STD	MIN	MAX	LEVEL
BLACK NOT HISP	311	3.67406	0.922777	1	5	n.s.
HISPANIC	115	3.62913	0.920311	1	5	
WHITE NOT HISPANIC	2727	3.71898	0.898732	1	5	
OTHER	131	3.67786	0.894968	1	5	

SCOMP19 : POSITIVE EVALUATION OF CPO RE: GENERAL FUNCTIONS

RACE	N	MEAN	STD	MIN	MAX	LEVEL
BLACK NOT HISP	310	3.67457	0.792157	1.40000	5.37500	n.s.
HISPANIC	115	3.48711	0.904967	1.50000	5.37500	
WHITE NOT HISPANIC	2720	3.59775	0.772378	1.37500	5.37500	
OTHER	130	3.53981	0.839416	1.37500	5.25000	

SCOMP20 : POSITIVE EVALUATION OF CPO RE ADVISORY/COUNSELING SERVICES

RACE	N	MEAN	STD	MIN	MAX	LEVEL
BLACK NOT HISP	306	3.51013	1.33539	1	6	n.s.
HISPANIC	115	3.53522	1.25509	1	6	
WHITE NOT HISPANIC	2701	3.47767	1.30832	1	6	
OTHER	129	3.38915	1.35670	1	6	

Table 16 (Continued)

## SCOMP22 : SATISFIED W/ QUALITY OF PERSONNEL REFERRALS

RACE	N	MEAN	STD	MIN	MAX	LEVEL
BLACK NOT HISP	307	3.26221	0.897785	1	5.00000	n.s.
HISPANIC	114	3.10088	0.964365	1	5.00000	
WHITE NOT HISPANIC	2702	3.16247	0.912940	1	5.00000	
OTHER	130	3.11923	0.868938	1	4.50000	

## 6. SUPERVISOR ITEMS

## S2 : ENGH AUTH TO FULFILL SUPV DUTIES

RACE	N	MEAN	STD	MIN	MAX	LEVEL
BLACK NOT HISP	306	3.74183	1.20736	1	5	.01
HISPANIC	111	3.63063	1.30682	1	5	
WHITE NOT HISPANIC	2673	3.89525	1.09104	1	5	
OTHER	128	3.78125	1.14972	1	5	

## S15 : NOT ENGH PEOPLE TO GET WORK DONE HERE\*

RACE	N	MEAN	STD	MIN	MAX	LEVEL
BLACK NOT HISP	310	2.57742	1.33855	1	5	n.s.
HISPANIC	115	2.33913	1.25577	1	5	
WHITE NOT HISPANIC	2715	2.53702	1.26033	1	5	
OTHER	127	2.32283	1.18108	1	5	

## S22 : ADQ TRAINED/PREP TO BE A SUPERVISOR

RACE	N	MEAN	STD	MIN	MAX	LEVEL
BLACK NOT HISP	307	3.98046	0.99653	1	5	n.s.
HISPANIC	114	3.77193	1.11335	1	5	
WHITE NOT HISPANIC	2702	3.86158	0.96711	1	5	
OTHER	128	3.89844	0.92931	1	5	

## S24 : GET SUBORDINATES TRAINING WHEN NEEDED

RACE	N	MEAN	STD	MIN	MAX	LEVEL
BLACK NOT HISP	306	2.97386	1.21977	1	5	.0001
HISPANIC	114	2.69298	1.31786	1	5	
WHITE NOT HISPANIC	2685	3.15866	1.15369	1	5	
OTHER	128	3.03906	1.16648	1	5	

Table 17

## GRADE

Means, Standard Deviations, Ranges, and Levels of  
Statistical Significance for Mean Differences

## 1. COMMON EMPLOYEE/SUPERVISOR COMPOSITES

## COMP1: EVALUATION OF MANAGEMENT

GROUP	GRADE				TOTAL	LEVEL
	LESS THAN 7	7-10	11-12	13 AND ABOVE		
EMPLOYEE	2.93515 (2614)	2.92541 (1780)	2.96479 (1054)	3.10125 ( 190)	2.94321 (5638)	.0001
SUPERVISOR	3.13808 ( 247)	3.19343 ( 783)	3.29200 (1094)	3.40318 (1027)	3.29168 (3151)	
TOTAL	2.95267 (2861)	3.00729 (2563)	3.13145 (2148)	3.35604 (1217)	3.06814 (8789)	

LEVEL .0001 n.s.

## C7: WOULD LEAVE CURRENT JOB FOR INSIDE GOVERNMENT

GROUP	GRADE				TOTAL	LEVEL
	LESS THAN 7	7-10	11-12	13 AND ABOVE		
EMPLOYEE	3.16460 (2585)	3.18683 (1769)	3.09661 (1061)	2.96473 ( 189)	3.15200 (5604)	.0001
SUPERVISOR	3.19492 ( 236)	3.06994 ( 784)	2.92576 (1100)	2.72955 (1031)	2.91759 (3151)	
TOTAL	3.16714 (2821)	3.15093 (2553)	3.00964 (2161)	2.76598 (1220)	3.06764 (8755)	

LEVEL .0001 n.s.

## C8: WOULD LEAVE CURRENT JOB FOR OUTSIDE GOVERNMENT

GROUP	GRADE				TOTAL	LEVEL
	LESS THAN 7	7-10	11-12	13 AND ABOVE		
EMPLOYEE	2.97276 (2551)	2.84762 (1726)	2.93587 (1037)	2.90860 ( 186)	2.92436 (5500)	n.s.
SUPERVISOR	2.96091 ( 243)	2.86071 ( 761)	2.87893 (1082)	2.87354 (1028)	2.87909 (3114)	
TOTAL	2.97173 (2794)	2.85163 (2487)	2.90680 (2119)	2.87891 (1214)	2.90800 (8614)	

LEVEL n.s. n.s.



Table 17 (Continued)

## C9: SUPERVISOR SUPPORTS TRAINING NEEDS

GROUP	GRADE				TOTAL	LEVEL
	LESS THAN 7	7-10	11-12	13 AND ABOVE		
EMPLOYEE	2.73813 (2633)	2.79132 (1795)	2.95880 (1074)	3.12153 ( 192)	2.80945 (5694)	
SUPERVISOR	3.00234 ( 249)	3.04960 ( 798)	3.17792 (1111)	3.38860 (1042)	3.20086 (3200)	.0001
TOTAL	2.76096 (2882)	2.87081 (2593)	3.07021 (2185)	3.34704 (1234)	2.95028 (8894)	
LEVEL			.0001			n.s.

## C11: CIVILIANS IMPORTANT TO MANAGEMENT

GROUP	GRADE				TOTAL	LEVEL
	LESS THAN 7	7-10	11-12	13 AND ABOVE		
EMPLOYEE	3.16433 (2709)	3.15144 (1828)	3.14762 (1094)	3.16920 ( 197)	3.15732 (5828)	
SUPERVISOR	3.16092 ( 261)	3.17888 ( 805)	3.17952 (1128)	3.29786 (1076)	3.21682 (3270)	n.s.
TOTAL	3.16403 (2970)	3.15983 (2633)	3.16382 (2222)	3.27795 (1273)	3.17870 (9098)	
LEVEL			n.s.			n.s.

## 2. COMMON EMPLOYEE/SUPERVISOR ITEMS

## E11\_S30: I AM SATISFIED W/ CHANCES FOR PROMOTION

GROUP	GRADE				TOTAL	LEVEL
	LESS THAN 7	7-10	11-12	13 AND ABOVE		
EMPLOYEE	2.40616 (2696)	2.62630 (1825)	2.67982 (1090)	2.90863 ( 197)	2.54373 (5808)	
SUPERVISOR	2.73438 ( 256)	2.92472 ( 797)	3.11210 (1124)	3.23557 (1074)	3.07721 (3251)	.0001
TOTAL	2.43462 (2952)	2.71701 (2622)	2.89928 (2214)	3.18489 (1271)	2.73518 (9059)	
LEVEL			.0001			n.s.

## E32\_S39: PEOPLE WHOSE PERF HURT BY DRUGS/ALCOHOL\*

GROUP	GRADE				TOTAL	LEVEL
	LESS THAN 7	7-10	11-12	13 AND ABOVE		
EMPLOYEE	3.50916 (2675)	3.44904 (1815)	3.68107 (1088)	3.60714 ( 196)	3.52598 (5774)	
SUPERVISOR	3.71206 ( 257)	3.90189 ( 795)	4.13090 (1123)	4.00466 (1072)	4.00000 (3247)	.0001
TOTAL	3.52694 (2932)	3.58697 (2610)	3.90954 (2211)	3.94322 (1268)	3.69660 (9021)	
LEVEL			.0001			.05

Table 17 (Continued)

## E58\_S38: TOP MANGEMENT SUPPORTS EEO

GROUP	GRADE				TOTAL	LEVEL
	LESS THAN 7	7-10	11-12	13 AND ABOVE		
EMPLOYEE	3.26696 (2682)	3.28650 (1822)	3.38292 (1089)	3.55330 ( 197)	3.30466 (5790)	.0001
SUPERVISOR	3.79457 ( 258)	3.92443 ( 794)	3.95018 (1124)	4.01027 (1071)	3.95134 (3247)	
TOTAL	3.31327 (2940)	3.48012 (2616)	3.67103 (2213)	3.93927 (1268)	3.53701 (9037)	
LEVEL			.0001			n.s.

## E66\_S45: I PLAN TO REMAIN WITH ARMY TILL I RETIRE

GROUP	GRADE				TOTAL	LEVEL
	LESS THAN 7	7-10	11-12	13 AND ABOVE		
EMPLOYEE	3.62646 (2661)	3.82936 (1805)	3.60148 (1084)	3.76650 ( 197)	3.69027 (5747)	.0001
SUPERVISOR	3.96429 ( 252)	4.07398 ( 784)	3.91607 (1120)	4.01029 (1069)	3.98946 (3225)	
TOTAL	3.65568 (2913)	3.90344 (2589)	3.76134 (2204)	3.97235 (1266)	3.79782 (8972)	
LEVEL			.0001			n.s.

## SQ13: WORK I DO SUPPORTS MY ORGANIZATION MISSION

GROUP	GRADE				TOTAL	LEVEL
	LESS THAN 7	7-10	11-12	13 AND ABOVE		
EMPLOYEE	4.31169 (2618)	4.30442 (1787)	4.25746 (1072)	4.30366 ( 191)	4.29887 (5668)	.0001
SUPERVISOR	4.54400 ( 250)	4.53885 ( 798)	4.54824 (1109)	4.58671 (1038)	4.55806 (3195)	
TOTAL	4.33194 (2868)	4.37679 (2585)	4.40532 (2181)	4.54272 (1229)	4.39231 (8863)	
LEVEL			n.s.			n.s.

## 3. EMPLOYEE COMPOSITES

## ECOMP2 : JOB SATISFACTION

GRADE	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 7	2715	3.23612	0.929774	1	5	.0001
7-10	1829	3.47985	0.867524	1	5	
11-12	1094	3.50920	0.886144	1	5	
13 AND ABOVE	197	3.52910	0.888698	1	5	

Table 17 (Continued)

ECOMP3 : FAIRNESS RE: PROMOTION

GRADE	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 7	2711	2.71459	0.961148	1	5	.0001
7-10	1829	2.86919	0.960673	1	5	
11-12	1094	2.95832	0.914164	1	5	
13 AND ABOVE	197	3.20838	0.901016	1	5	

ECOMP4 : EVALUATION OF SUPERVISOR

GRADE	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 7	2710	3.39061	1.02124	1	5	.05
7-10	1829	3.33387	1.01674	1	5	
11-12	1093	3.43368	0.97554	1	5	
13 AND ABOVE	197	3.50812	0.93354	1	5	

ECOMP12 : AWARDS/RECOG GIVEN WHEN DESERVED

GRADE	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 7	2715	2.75546	1.04042	1	5	.0001
7-10	1828	2.76874	1.02697	1	5	
11-12	1094	2.89770	0.96092	1	5	
13 AND ABOVE	197	3.15525	0.99113	1	5	

ECOMP15 : CPO IS HELPFUL

GRADE	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 7	2705	3.47301	0.825674	1.00000	5	n.s.
7-10	1827	3.42246	0.825470	1.00000	5	
11-12	1093	3.40393	0.819620	1.00000	5	
13 AND ABOVE	197	3.45178	0.735836	1.33333	5	

4. EMPLOYEE ITEMS

E3 : I HAVE GOOD JOB SECURITY

GRADE	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 7	2687	3.54522	1.12546	1	5	.0001
7-10	1815	3.53278	1.16495	1	5	
11-12	1085	3.72627	1.03967	1	5	
13 AND ABOVE	196	3.97449	0.88542	1	5	

E5 : I AM ABLE TO GET THE TRNG I NEED

GRADE	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 7	2689	3.22090	1.18535	1	5	n.s.
7-10	1824	3.16776	1.18841	1	5	
11-12	1083	3.16528	1.16377	1	5	
13 AND ABOVE	197	3.32487	1.08611	1	5	

Table 17 (Continued)

E31 : NEW EMPL GET ENGH TRNG TO DO JOB

GRADE	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 7	2698	3.09933	1.17560	1	5	.05
7-10	1822	3.10209	1.13140	1	5	
11-12	1090	3.04220	1.08672	1	5	
13 AND ABOVE	196	3.28571	0.99228	1	5	

E38 : NEW EMPL ARE USUALLY WELL QUALIFIED

GRADE	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 7	2686	2.97580	1.04773	1	5	.0001
7-10	1819	2.90159	1.01944	1	5	
11-12	1092	3.12363	0.97367	1	5	
13 AND ABOVE	197	3.22843	0.91116	1	5	

E73 : MGMNT INTRSD IN OPPT FOR FEM/MINORITIES

GRADE	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 7	2687	2.97916	1.00942	1	5	.0001
7-10	1813	3.07887	1.00213	1	5	
11-12	1088	3.18934	0.94319	1	5	
13 AND ABOVE	197	3.36041	0.98305	1	5	

5. SUPERVISOR COMPOSITES

SCOMP2 : JOB SATISFACTION

GRADE	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 7	259	3.66860	0.926740	1	5	.0001
7-10	800	3.79021	0.824113	1	5	
11-12	1125	3.86385	0.839895	1	5	
13 AND ABOVE	1075	3.94419	0.797158	1	5	

SCOMP3 : FAIRNESS RE: PROMOTION

GRADE	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 7	259	2.74710	1.03932	1	5	.0001
7-10	800	3.00479	1.02460	1	5	
11-12	1125	3.25156	0.93363	1	5	
13 AND ABOVE	1074	3.52700	0.87259	1	5	

SCOMP4 : EVALUATION OF SUPERVISOR

GRADE	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 7	261	3.71226	0.879993	1	5	.01
7-10	805	3.62402	0.933680	1	5	
11-12	1128	3.70757	0.894647	1	5	
13 AND ABOVE	1076	3.77627	0.888217	1	5	

Table 17 (Continued)

## SCOMP19 : POSITIVE EVALUATION OF CPO RE: GENERAL FUNCTIONS

GRADE	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 7	259	3.40749	0.855094	1.40000	5.37500	.0001
7-10	800	3.52634	0.788970	1.37500	5.37500	
11-12	1125	3.61871	0.789306	1.37500	5.37500	
13 AND ABOVE	1076	3.67942	0.738261	1.50000	5.37500	

## SCOMP20 : POSITIVE EVALUATION OF CPO RE ADVISORY/COUNSELING SERVICES

GRADE	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 7	254	3.38563	1.39773	1	6	n.s.
7-10	794	3.46534	1.28910	1	6	
11-12	1116	3.44682	1.33096	1	6	
13 AND ABOVE	1072	3.55047	1.28203	1	6	

## SCOMP22 : SATISFIED W/ QUALITY OF PERSONNEL REFERRALS

GRADE	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 7	256	3.10156	0.965806	1	5	.05
7-10	796	3.09862	0.937016	1	5	
11-12	1120	3.20536	0.905631	1	5	
13 AND ABOVE	1066	3.19653	0.882313	1	5	

## 6. SUPERVISOR ITEMS

## S2 : ENGH AUTH TO FULFILL SUPV DUTIES

GRADE	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 7	253	3.77470	1.17203	1	5	.0001
7-10	792	3.69318	1.17735	1	5	
11-12	1102	3.88566	1.11533	1	5	
13 AND ABOVE	1058	4.00567	1.02382	1	5	

## S15 : NOT ENGH PEOPLE TO GET WORK DONE HERE\*

GRADE	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 7	259	2.58687	1.33932	1	5	n.s.
7-10	797	2.44542	1.29498	1	5	
11-12	1123	2.53072	1.26156	1	5	
13 AND ABOVE	1073	2.56104	1.22712	1	5	

## S22 : ADQ TRAINED/PREP TO BE A SUPERVISOR

GRADE	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 7	254	3.81890	1.11346	1	5	.01
7-10	796	3.78518	1.04987	1	5	
11-12	1118	3.87299	0.94994	1	5	
13 AND ABOVE	1069	3.94107	0.90322	1	5	

Table 17 (Continued)

S24 : GET SUBORDINATES TRAINING WHEN NEEDED

GRADE	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 7	254	2.80315	1.19313	1	5	.0001
7-10	794	2.88791	1.18152	1	5	
11-12	1110	3.05225	1.19549	1	5	
13 AND ABOVE	1060	3.45094	1.05310	1	5	

Table 18

## EDUCATION

Means, Standard Deviations, Ranges, and Levels of  
Statistical Significance for Mean Differences

## 1. COMMON EMPLOYEE/SUPERVISOR COMPOSITES

## COMP1: EVALUATION OF MANAGEMENT

GROUP	EDUCATION			ASSOCIATES DEGREE	BACHELORS DEGREE	ADVANCED DEGREE	TOTAL	LEVEL
	LESS THAN HS	HS	SOME COLLEGE					
EMPLOYEE	3.16500 ( 250)	2.98769 (1433)	2.89540 (2197)	2.89092 ( 648)	3.00285 ( 777)	2.85872 ( 333)	2.94294 (5638)	
SUPERVISOR	3.46584 ( 46)	3.37765 ( 432)	3.27601 ( 853)	3.20244 ( 303)	3.25898 ( 899)	3.32981 ( 621)	3.29137 (3154)	.0001
TOTAL	3.21175 ( 296)	3.07801 (1865)	3.00185 (3050)	2.99017 ( 951)	3.14023 (1676)	3.16537 ( 954)	3.06793 (8792)	
LEVEL			.001					n.s.

## COMP7: WOULD LEAVE CURRENT JOB FOR INSIDE GOVERNMENT

GROUP	EDUCATION			ASSOCIATES DEGREE	BACHELORS DEGREE	ADVANCED DEGREE	TOTAL	LEVEL
	LESS THAN HS	HS	SOME COLLEGE					
EMPLOYEE	2.93648 ( 244)	3.12224 (1418)	3.18653 (2190)	3.27135 ( 640)	3.12259 ( 779)	3.05094 ( 337)	3.15204 (5608)	
SUPERVISOR	2.79259 ( 45)	2.80201 ( 431)	3.00650 ( 846)	3.05721 ( 303)	2.88932 ( 908)	2.86098 ( 621)	2.91799 (3154)	.0001
TOTAL	2.91407 ( 289)	3.04759 (1849)	3.13636 (3036)	3.20255 ( 943)	2.99704 (1587)	2.92780 ( 958)	3.06779 (8762)	
LEVEL			.0001					n.s.

## COMP8: WOULD LEAVE CURRENT JOB FOR OUTSIDE GOVERNMENT

GROUP	EDUCATION			ASSOCIATES DEGREE	BACHELORS DEGREE	ADVANCED DEGREE	TOTAL	LEVEL
	LESS THAN HS	HS	SOME COLLEGE					
EMPLOYEE	2.78571 ( 245)	2.85766 (1391)	2.88044 (2137)	2.98571 ( 630)	3.05890 ( 764)	3.11607 ( 336)	2.92168 (5503)	
SUPERVISOR	2.55682 ( 44)	2.72653 ( 426)	2.75212 ( 827)	3.01178 ( 297)	2.93514 ( 902)	3.03065 ( 620)	2.87901 (3116)	.01
TOTAL	2.75087 ( 289)	2.82691 (1817)	2.84464 (2964)	2.99407 ( 927)	2.99190 (1666)	3.06067 ( 956)	2.90625 (3619)	
LEVEL			.0001					n.s.

Table 18 (Continued)

## COMP9: SUPERVISOR SUPPORTS TRAINING NEEDS

GROUP	EDUCATION						TOTAL	LEVEL
	LESS THAN HS	HS	SOME COLLEGE	ASSOCIATES DEGREE	BACHELORS DEGREE	ADVANCED DEGREE		
EMPLOYEE	2.85516 ( 252)	2.78609 (1443)	2.76407 (2221)	2.78458 ( 653)	2.96013 ( 788)	2.91446 ( 340)	2.81212 (5697)	
SUPERVISOR	3.17778 ( 45)	3.22462 ( 440)	3.12688 ( 863)	3.11129 ( 307)	3.21832 ( 918)	3.29743 ( 629)	3.19925 (3202)	.0001
TOTAL	2.90404 ( 297)	2.88856 (1883)	2.86560 (3084)	2.88906 ( 960)	3.09906 (1706)	3.16305 ( 969)	2.95142 (8899)	
LEVEL				.0001				n.s.

## COMP11: CIVILIANS IMPORTANT TO MANAGEMENT

GROUP	EDUCATION						TOTAL	LEVEL
	LESS THAN HS	HS	SOME COLLEGE	ASSOCIATES DEGREE	BACHELORS DEGREE	ADVANCED DEGREE		
EMPLOYEE	3.43050 ( 259)	3.21771 (1489)	3.14100 (2266)	3.09731 ( 668)	3.13830 ( 805)	2.98696 ( 345)	3.15895 (5832)	
SUPERVISOR	3.60993 ( 47)	3.36310 ( 448)	3.21348 ( 883)	3.18466 ( 315)	3.14490 ( 934)	3.21104 ( 646)	3.21682 (3273)	.0001
TOTAL	3.45806 ( 306)	3.25133 (1937)	3.16132 (3149)	3.12530 ( 983)	3.14184 (1739)	3.13303 ( 991)	3.17975 (9105)	
LEVEL				.0001				.05

## 2. COMMON EMPLOYEE/SUPERVISOR ITEMS

## E11\_S30: I AM SATISFIED W/ CHANCES FOR PROMOTION

GROUP	EDUCATION						TOTAL	LEVEL
	LESS THAN HS	HS	SOME COLLEGE	ASSOCIATES DEGREE	BACHELORS DEGREE	ADVANCED DEGREE		
EMPLOYEE	2.98828 ( 256)	2.66104 (1481)	2.45290 (2261)	2.43328 ( 667)	2.64589 ( 802)	2.35362 ( 345)	2.54800 (5812)	
SUPERVISOR	3.51064 ( 47)	3.18962 ( 443)	3.11745 ( 877)	3.04502 ( 311)	3.07082 ( 932)	2.94255 ( 644)	3.07806 (3254)	.0001
TOTAL	3.06931 ( 303)	2.78274 (1924)	2.63862 (3138)	2.62781 ( 978)	2.87428 (1734)	2.73711 ( 989)	2.73825 (9066)	
LEVEL				.0001				n.s.

## E32\_S39: PEOPLE WHOSE PERF HURT BY DRUGS/ALCOHOL\*

GROUP	EDUCATION						TOTAL	LEVEL
	LESS THAN HS	HS	SOME COLLEGE	ASSOCIATES DEGREE	BACHELORS DEGREE	ADVANCED DEGREE		
EMPLOYEE	3.25794 ( 252)	3.45071 (1471)	3.51448 (2245)	3.51729 ( 665)	3.72466 ( 799)	3.72174 ( 345)	3.52882 (5777)	
SUPERVISOR	3.10638 ( 47)	3.99097 ( 443)	3.96560 ( 872)	3.90446 ( 314)	4.07833 ( 932)	4.05452 ( 642)	4.00062 (3250)	.0001
TOTAL	3.23411 ( 299)	3.57576 (1914)	3.64068 (3117)	3.64147 ( 979)	3.91508 (1731)	3.93820 ( 987)	3.69868 (9027)	
LEVEL				.0001				.01



Table 18 (Continued)

## E58\_S38: TOP MANAGEMENT SUPPORTS EEO

GROUP	LESS THAN HS	HS	EDUCATION SOME COLLEGE	ASSOCIATES DEGREE	BACHELORS DEGREE	ADVANCED DEGREE	TOTAL	LEVEL
EMPLOYEE	3.34387 ( 253)	3.30639 (1472)	3.27394 (2256)	3.30135 ( 667)	3.39076 ( 801)	3.32558 ( 344)	3.30761 (5793)	
SUPERVISOR	3.91489 ( 47)	4.03378 ( 444)	3.96900 ( 871)	3.83439 ( 314)	3.93991 ( 932)	3.94081 ( 642)	3.95015 (3250)	.0001
TOTAL	3.43333 ( 300)	3.47495 (1916)	3.46754 (3127)	3.47197 ( 981)	3.68609 (1733)	3.72617 ( 986)	3.53854 (9043)	
LEVEL				n.s.				.05

## E66\_S45: I PLAN TO REMAIN WITH ARMY TILL I RETIRE

GROUP	LESS THAN HS	HS	EDUCATION SOME COLLEGE	ASSOCIATES DEGREE	BACHELORS DEGREE	ADVANCED DEGREE	TOTAL	LEVEL
EMPLOYEE	3.95181 ( 249)	3.86685 (1457)	3.73417 (2242)	3.62387 ( 662)	3.36763 ( 797)	3.33528 ( 343)	3.68991 (5750)	
SUPERVISOR	4.29787 ( 47)	4.26037 ( 434)	4.18014 ( 866)	3.99355 ( 310)	3.83798 ( 932)	3.75117 ( 639)	3.99102 (3228)	.0001
TOTAL	4.00676 ( 296)	3.95717 (1891)	3.85843 (3108)	3.74177 ( 972)	3.62117 (1729)	3.60591 ( 982)	3.79817 (8978)	
LEVEL				.0001				n.s.

## SQ13: WORK I DO SUPPORTS MY ORGANIZATION MISSION

GROUP	LESS THAN HS	HS	EDUCATION SOME COLLEGE	ASSOCIATES DEGREE	BACHELORS DEGREE	ADVANCED DEGREE	TOTAL	LEVEL
EMPLOYEE	4.13710 ( 248)	4.26936 (1433)	4.32942 (2213)	4.31538 ( 650)	4.29860 ( 787)	4.30882 ( 340)	4.29871 (5671)	
SUPERVISOR	4.33333 ( 45)	4.52036 ( 442)	4.56032 ( 862)	4.60912 ( 307)	4.53712 ( 916)	4.59520 ( 625)	4.55646 (3197)	.0001
TOTAL	4.16724 ( 293)	4.32853 (1875)	4.39415 (3075)	4.40961 ( 957)	4.42689 (1703)	4.49430 ( 965)	4.39163 (8868)	
LEVEL				.001				n.s.

## 3. EMPLOYEE COMPOSITES

## ECOMP2 : JOB SATISFACTION

EDUCATION	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN HS	260	3.67045	0.810786	1	5	
HS	1493	3.48438	0.839620	1	5	
SOME COLLEGE	2268	3.33705	0.905266	1	5	.0001
ASSOCIATE DEGREE	668	3.34441	0.958070	1	5	
BACHELORS DEGREE	805	3.24640	0.963987	1	5	
ADVANCED DEGREE	345	3.31488	0.960968	1	5	

Table 18 (Continued)

## ECOMP3 : FAIRNESS RE: PROMOTION

EDUCATION	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN HS	259	3.03275	0.929760	1	5	.0001
HS	1490	2.87383	0.943066	1	5	
SOME COLLEGE	2267	2.77202	0.940636	1	5	
ASSOCIATE DEGREE	668	2.77632	0.988384	1	5	
BACHELORS DEGREE	805	2.90329	0.980524	1	5	
ADVANCED DEGREE	345	2.77406	0.974300	1	5	

## ECOMP4 : EVALUATION OF SUPERVISOR

EDUCATION	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN HS	260	3.51059	0.94950	1	5	.01
HS	1491	3.40469	1.00957	1	5	
SOME COLLEGE	2265	3.33471	1.01456	1	5	
ASSOCIATE DEGREE	668	3.34984	1.00559	1	5	
BACHELORS DEGREE	805	3.48872	0.97590	1	5	
ADVANCED DEGREE	344	3.34613	1.03551	1	5	

## ECOMP12 : AWARDS/RECOG GIVEN WHEN DESERVED

EDUCATION	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN HS	260	2.87276	1.04913	1	5.00000	.0001
HS	1492	2.81669	1.04912	1	5.00000	
SOME COLLEGE	2268	2.73839	1.00610	1	5.00000	
ASSOCIATE DEGREE	668	2.77957	1.06660	1	5.00000	
BACHELORS DEGREE	805	2.94130	0.97111	1	5.00000	
ADVANCED DEGREE	345	2.82488	1.02332	1	4.75000	

## ECOMP15 : CPO IS HELPFUL

EDUCATION	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN HS	260	3.63718	0.759317	1	5	.0001
HS	1487	3.50280	0.795937	1	5	
SOME COLLEGE	2263	3.43254	0.834123	1	5	
ASSOCIATE DEGREE	668	3.41492	0.841042	1	5	
BACHELORS DEGREE	803	3.40515	0.807216	1	5	
ADVANCED DEGREE	345	3.31739	0.853527	1	5	

## 4. Employee Items

## E3 : I HAVE GOOD JOB SECURITY

EDUCATION	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN HS	254	3.70079	1.06184	1	5	.0001
HS	1475	3.53763	1.16095	1	5	
SOME COLLEGE	2256	3.54566	1.12052	1	5	
ASSOCIATE DEGREE	661	3.57186	1.14933	1	5	
BACHELORS DEGREE	798	3.74436	1.02163	1	5	
ADVANCED DEGREE	343	3.73761	1.05740	1	5	

Table 18 (Continued)

## E5 : I AM ABLE TO GET THE TRNG I NEED

EDUCATION	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN HS	257	3.38132	1.16026	1	5	.001
HS	1478	3.27673	1.14009	1	5	
SOME COLLEGE	2253	3.13759	1.19898	1	5	
ASSOCIATE DEGREE	667	3.09445	1.22232	1	5	
BACHELORS DEGREE	798	3.21679	1.14094	1	5	
ADVANCED DEGREE	344	3.21802	1.17388	1	5	

## E31 : NEW EMPL GET ENGH TRNG TO DO JOB

EDUCATION	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN HS	255	3.30588	1.13662	1	5	.01
HS	1483	3.15239	1.13453	1	5	
SOME COLLEGE	2259	3.05843	1.14693	1	5	
ASSOCIATE DEGREE	666	3.05405	1.18134	1	5	
BACHELORS DEGREE	802	3.11471	1.09786	1	5	
ADVANCED DEGREE	344	3.03198	1.12828	1	5	

## E38 : NEW EMPL ARE USUALLY WELL QUALIFIED

EDUCATION	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN HS	254	2.90551	1.04774	1	5	.0001
HS	1475	2.92203	1.03600	1	5	
SOME COLLEGE	2254	2.94543	1.02527	1	5	
ASSOCIATE DEGREE	664	2.96988	1.03731	1	5	
BACHELORS DEGREE	804	3.18532	0.95437	1	5	
ADVANCED DEGREE	345	3.25217	0.99280	1	5	

## E73 : MGMT INTRSD IN OPPT FOR FEM/MINORITIES

EDUCATION	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN HS	255	3.24314	0.98996	1	5	.01
HS	1474	3.10923	0.94930	1	5	
SOME COLLEGE	2252	3.03242	1.01797	1	5	
ASSOCIATE DEGREE	663	3.00603	1.00601	1	5	
BACHELORS DEGREE	799	3.08761	1.00117	1	5	
ADVANCED DEGREE	344	3.06395	1.04783	1	5	

## 5. SUPERVISOR COMPOSITES

## SCOMP2 : JOB SATISFACTION

EDUCATION	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN HS	47	4.00355	0.821282	1	5	.05
HS	444	3.94332	0.726079	1	5	
SOME COLLEGE	878	3.86750	0.836787	1	5	
ASSOCIATE DEGREE	315	3.92063	0.829213	1	5	
BACHELORS DEGREE	933	3.80975	0.810696	1	5	
ADVANCED DEGREE	645	3.80724	0.924915	1	5	

Table 18 (Continued)

## SCOMP3 : FAIRNESS RE: PROMOTION

EDUCATION	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN HS	47	3.26950	0.98941	1	5	.0001
HS	444	3.21134	1.00348	1	5	
SOME COLLEGE	878	3.13876	1.01022	1	5	
ASSOCIATE DEGREE	315	3.15450	1.02349	1	5	
BACHELORS DEGREE	933	3.29064	0.93036	1	5	
ADVANCED DEGREE	644	3.36724	0.94341	1	5	

## SCOMP4 : EVALUATION OF SUPERVISOR

EDUCATION	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN HS	47	3.96383	0.776678	1	5	n.s.
HS	448	3.75041	0.907166	1	5	
SOME COLLEGE	883	3.67146	0.907437	1	5	
ASSOCIATE DEGREE	315	3.68556	0.958164	1	5	
BACHELORS DEGREE	934	3.69481	0.860161	1	5	
ADVANCED DEGREE	646	3.74543	0.921945	1	5	

## SCOMP19 : POSITIVE EVALUATION OF CPO RE: GENERAL FUNCTIONS

EDUCATION	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN HS	47	3.80585	0.908822	1.75000	5.25000	n.s.
HS	444	3.68377	0.788791	1.37500	5.37500	
SOME COLLEGE	879	3.57246	0.818459	1.37500	5.37500	
ASSOCIATE DEGREE	315	3.58559	0.787917	1.62500	5.37500	
BACHELORS DEGREE	933	3.59085	0.751047	1.37500	5.37500	
ADVANCED DEGREE	645	3.58279	0.758172	1.50000	5.37500	

## SCOMP20 : POSITIVE EVALUATION OF CPO RE ADVISORY/COUNSELING SERVICES

EDUCATION	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN HS	47	3.74681	1.36825	1	6	.0001
HS	40	3.74136	1.35737	1	6	
SOME COLLEGE	658	3.49220	1.30362	1	6	
ASSOCIATE DEGREE	315	3.41175	1.36939	1	6	
BACHELORS DEGREE	926	3.42397	1.28775	1	6	
ADVANCED DEGREE	643	3.36742	1.25792	1	6	

## SCOMP22 : SATISFIED W/ QUALITY OF PERSONNEL REFERRALS

EDUCATION	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN HS	47	3.37234	0.887523	1.50000	5	n.s.
HS	442	3.18778	0.933642	1.00000	5	
SOME COLLEGE	871	3.17796	0.907451	1.00000	5	
ASSOCIATE DEGREE	314	3.20382	0.858998	1.00000	5	
BACHELORS DEGREE	927	3.13862	0.913622	1.00000	5	
ADVANCED DEGREE	640	3.15000	0.927834	1.00000	5	

Table 1B (Continued)

## 6. SUPERVISOR ITEMS

## S2 : ENGH AUTH TO FULFILL SMPV DUTIES

EDUCATION	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN HS	47	4.02128	1.08325	1	5	
HS	437	3.87872	1.11750	1	5	
SOME COLLEGE	882	3.83875	1.14885	1	5	N.S.
ASSOCIATE DEGREE	306	3.82353	1.16573	1	5	
BACHELORS DEGREE	919	3.88466	1.06528	1	5	
ADVANCED DEGREE	635	3.88134	1.10312	1	5	

## S15 : NOT ENGH PEOPLE TO GET WORK DONE HERE\*

EDUCATION	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN HS	47	2.53191	1.29868	1	5	
HS	443	2.57111	1.31517	1	5	
SOME COLLEGE	877	2.45288	1.27466	1	5	N.S.
ASSOCIATE DEGREE	315	2.53333	1.27744	1	5	
BACHELORS DEGREE	931	2.56381	1.25336	1	5	
ADVANCED DEGREE	642	2.54361	1.22588	1	5	

## S22 : ADQ TRAINED/PREP TO BE A SUPERVISOR

EDUCATION	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN HS	47	3.95745	0.97707	1	5	
HS	442	3.90271	0.88950	1	5	
SOME COLLEGE	870	3.82184	1.04633	1	5	N.S.
ASSOCIATE DEGREE	314	3.92675	1.02761	1	5	
BACHELORS DEGREE	925	3.83784	0.92329	1	5	
ADVANCED DEGREE	641	3.92044	0.97543	1	5	

## S24 : GET SUBORDINATES TRAINING WHEN NEEDED

EDUCATION	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN HS	47	3.38298	1.01195	1	5	
HS	441	3.11111	1.10737	1	5	
SOME COLLEGE	883	2.97103	1.19467	1	5	.0001
ASSOCIATE DEGREE	312	2.98795	1.22104	1	5	
BACHELORS DEGREE	920	3.19239	1.15734	1	5	
ADVANCED DEGREE	638	3.27743	1.15780	1	5	

Table 19

## LENGTH OF SERVICE

Means, Standard Deviations, Ranges, and Levels of Statistical Significance for Mean Differences

## 1. CROWN EMPLOYEE/SUPERVISOR COMPOSITES

## COMP1: EVALUATION OF MANAGEMENT

GROUP	LENGTH OF SERVICE					TOTAL	LEVEL
	LESS THAN 6 YEARS	6-10 YEARS	11-15 YEARS	16-20 YEARS	MORE THAN 21 YEARS		
EMPLOYEE	3.05700 (1537)	2.85136 (1367)	2.91004 (1082)	2.85774 (602)	2.97570 (1020)	2.94230 (5698)	.0001
SUPERVISOR	3.32527 (270)	3.22512 (367)	3.17015 (567)	3.26140 (574)	3.36151 (1300)	3.29020 (3166)	
TOTAL	3.00709 (1807)	2.93046 (1734)	3.00007 (1649)	3.04627 (1266)	3.19000 (2400)	3.06662 (8864)	
LEVEL			.0001				n.s.

## COMP7: WOULD LEAVE CURRENT JOB FOR INSIDE GOVERNMENT

GROUP	LENGTH OF SERVICE					TOTAL	LEVEL
	LESS THAN 6 YEARS	6-10 YEARS	11-15 YEARS	16-20 YEARS	MORE THAN 21 YEARS		
EMPLOYEE	3.09014 (1536)	3.25847 (1358)	3.16300 (1083)	3.22319 (600)	3.02430 (900)	3.15004 (5665)	.0001
SUPERVISOR	3.05576 (269)	3.11353 (367)	3.08126 (564)	2.99486 (583)	2.74373 (1302)	2.91954 (3165)	
TOTAL	3.09012 (1805)	3.22763 (1725)	3.13500 (1647)	3.11862 (1273)	2.88141 (2300)	3.06793 (8830)	
LEVEL			.0001				.01

## COMP8: WOULD LEAVE CURRENT JOB FOR OUTSIDE GOVERNMENT

GROUP	LENGTH OF SERVICE					TOTAL	LEVEL
	LESS THAN 6 YEARS	6-10 YEARS	11-15 YEARS	16-20 YEARS	MORE THAN 21 YEARS		
EMPLOYEE	2.99373 (1514)	3.04350 (1342)	2.89014 (1065)	2.84356 (600)	2.73587 (973)	2.92270 (5562)	.01
SUPERVISOR	3.15402 (266)	3.12674 (359)	3.02047 (562)	2.90795 (577)	2.68755 (1365)	2.87872 (3129)	
TOTAL	3.01790 (1780)	3.08114 (1701)	2.93792 (1627)	2.87100 (1245)	2.70766 (2338)	2.90092 (8691)	
LEVEL			.0001				n.s.

Table 19 (Continued)

## COMP9: SUPERVISOR SUPPORTS TRAINING NEEDS

GROUP	LENGTH OF SERVICE					TOTAL	LEVEL
	LESS THAN 6 YEARS	6-10 YEARS	11-15 YEARS	16-20 YEARS	MORE THAN 21 YEARS		
EMPLOYEE	2.86120 (1552)	2.75290 (1379)	2.82273 (1100)	2.75047 ( 606)	2.83075 (1032)	2.81018 (5758)	
SUPERVISOR	3.11000 ( 275)	3.10606 ( 372)	3.12253 ( 574)	3.10066 ( 606)	3.26764 (1400)	3.19702 (3215)	.0001
TOTAL	2.90002 (1827)	2.82772 (1751)	2.92563 (1674)	2.95004 (1281)	3.08206 (2400)	2.94007 (8073)	
LEVEL			.01			.06	

## COMP11: CIVILIANS IMPORTANT TO MANAGEMENT

GROUP	LENGTH OF SERVICE					TOTAL	LEVEL
	LESS THAN 6 YEARS	6-10 YEARS	11-15 YEARS	16-20 YEARS	MORE THAN 21 YEARS		
EMPLOYEE	3.27329 (1505)	3.13193 (1404)	3.11421 (1120)	3.05012 ( 716)	3.13661 (1050)	3.15046 (5002)	
SUPERVISOR	3.20060 ( 202)	3.14021 ( 302)	3.12266 ( 507)	3.15266 ( 506)	3.20660 (1400)	3.21730 (3206)	.01
TOTAL	3.27574 (1007)	3.13631 (1706)	3.11710 (1715)	3.10150 (1311)	3.22300 (2400)	3.17966 (9170)	
LEVEL			.0001			n.s.	

## 2. COMMON EMPLOYEE/SUPERVISOR ITEMS

## E11\_530: I AM SATISFIED W/ CHANCES FOR PROMOTION

GROUP	LENGTH OF SERVICE					TOTAL	LEVEL
	LESS THAN 6 YEARS	6-10 YEARS	11-15 YEARS	16-20 YEARS	MORE THAN 21 YEARS		
EMPLOYEE	2.70341 (1579)	2.47063 (1399)	2.43137 (1122)	2.45090 ( 716)	2.40540 (1055)	2.54710 (5071)	
SUPERVISOR	3.07117 ( 201)	3.10150 ( 300)	2.90110 ( 502)	3.03051 ( 500)	3.11000 (1434)	3.07006 (3267)	.0001
TOTAL	2.82000 (1000)	2.62907 (1779)	2.61913 (1704)	2.71746 (1300)	2.83720 (2400)	2.73002 (9130)	
LEVEL			.001			.01	

## E32\_539: PEOPLE WHOSE PERF HURT BY DRUGS/ALCOHOL \*

GROUP	LENGTH OF SERVICE					TOTAL	LEVEL
	LESS THAN 6 YEARS	6-10 YEARS	11-15 YEARS	16-20 YEARS	MORE THAN 21 YEARS		
EMPLOYEE	3.65609 (1570)	3.47097 (1305)	3.40005 (1111)	3.47391 ( 709)	3.49232 (1042)	3.52007 (5035)	
SUPERVISOR	3.99043 ( 200)	4.07007 ( 301)	3.91050 ( 501)	3.90903 ( 500)	4.01017 (1431)	3.99016 (3263)	.0001
TOTAL	3.70721 (1000)	3.59906 (1770)	3.63180 (1692)	3.70024 (1299)	3.79000 (2473)	3.69004 (9000)	
LEVEL			n.s.			n.s.	

Table 19 (Continued)

## E5B\_S3B: TOP MANAGEMENT SUPPORTS EEO

GROUP	LENGTH OF SERVICE					TOTAL	LEVEL
	LESS THAN 5 YEARS	6-10 YEARS	11-15 YEARS	16-20 YEARS	MORE THAN 21 YEARS		
EMPLOYEE	3.43219 (1578)	3.25430 (1306)	3.20100 (1121)	3.26616 (700)	3.24046 (1046)	3.30522 (5062)	
SUPERVISOR	3.93060 (281)	3.80737 (300)	3.80402 (502)	3.96060 (507)	4.00140 (1433)	3.94074 (3263)	.0001
TOTAL	3.50000 (1859)	3.30100 (1776)	3.47015 (1703)	3.57562 (1206)	3.67007 (2483)	3.53660 (9115)	
LEVEL			.05				.01

## E66\_S45: I PLAN TO REMAIN WITH ARMY TILL I RETIRE

GROUP	LENGTH OF SERVICE					TOTAL	LEVEL
	LESS THAN 6 YEARS	6-10 YEARS	11-15 YEARS	16-20 YEARS	MORE THAN 21 YEARS		
EMPLOYEE	3.41600 (1567)	3.50001 (1305)	3.60479 (1114)	3.80127 (609)	4.15421 (1044)	3.60002 (5000)	
SUPERVISOR	3.55000 (200)	3.56614 (370)	3.72174 (575)	3.80304 (504)	4.34120 (1424)	3.80100 (3241)	.01
TOTAL	3.43630 (1847)	3.56190 (1763)	3.70307 (1689)	3.80244 (1203)	4.26216 (2468)	3.70067 (9050)	
LEVEL			.0001				.05

## SQ13: WORK I DO SUPPORTS MY ORGANIZATION MISSION

GROUP	LENGTH OF SERVICE					TOTAL	LEVEL
	LESS THAN 6 YEARS	6-10 YEARS	11-15 YEARS	16-20 YEARS	MORE THAN 21 YEARS		
EMPLOYEE	4.31545 (1547)	4.32291 (1375)	4.20619 (1004)	4.20427 (603)	4.20070 (1020)	4.20706 (5729)	
SUPERVISOR	4.50064 (274)	4.56626 (371)	4.55304 (575)	4.50000 (505)	4.54591 (1405)	4.55545 (3210)	.0001
TOTAL	4.30005 (1821)	4.37220 (1746)	4.37747 (1609)	4.41000 (1278)	4.42500 (2425)	4.30042 (8939)	
LEVEL			n.s.				n.s.

## 3. EMPLOYEE COMPOSITES

## E6COMP2 : JOB SATISFACTION

SERVICE LENGTH	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 6 YRS	1500	3.30913	0.913030	1	5	
6-10 YRS	1407	3.29040	0.935100	1	5	
11-15 YRS	1120	3.30613	0.900070	1	5	.01
16-20 YRS	717	3.30000	0.875916	1	5	
21 OR MORE YRS	1002	3.43004	0.893140	1	5	



Table 10 (Continued)

## ECONP3 : FAIRNESS RE: PROMOTION

SERVICE LENGTH	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 6 YRS	1506	3.01613	0.950600	1	5	.0001
6-10 YRS	1406	2.76300	0.949271	1	5	
11-15 YRS	1127	2.75521	0.964631	1	5	
16-20 YRS	716	2.75004	0.912160	1	5	
21 OR MORE YRS	1061	2.74918	0.960737	1	5	

## ECONP4 : EVALUATION OF SUPERVISOR

SERVICE LENGTH	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 6 YRS	1504	3.49011	1.00499	1	5	.0001
6-10 YRS	1406	3.35360	1.02900	1	5	
11-15 YRS	1127	3.30204	1.00679	1	5	
16-20 YRS	718	3.30678	0.97360	1	5	
21 OR MORE YRS	1060	3.30335	0.90911	1	5	

## ECONP12 : AWARDS/RECOG GIVEN WHEN DESERVED

SERVICE LENGTH	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 6 YRS	1506	2.86129	1.02940	1	5	.05
6-10 YRS	1406	2.75306	1.01787	1	5	
11-15 YRS	1120	2.77705	1.01852	1	5	
16-20 YRS	718	2.77507	1.03506	1	5	
21 OR MORE YRS	1061	2.80152	1.01545	1	5	

## ECONP15 : CPO IS HELPFUL

SERVICE LENGTH	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 6 YRS	1504	3.52504	0.812900	1	5	.0001
6-10 YRS	1404	3.40112	0.818177	1	5	
11-15 YRS	1127	3.41874	0.860877	1	5	
16-20 YRS	713	3.39014	0.811806	1	5	
21 OR MORE YRS	1050	3.45274	0.813272	1	5	

## 4. EMPLOYEE ITEMS

## E3 : I HAVE GOOD JOB SECURITY

SERVICE LENGTH	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 6 YRS	1573	3.50296	1.00700	1	5	.0001
6-10 YRS	1394	3.47704	1.15732	1	5	
11-15 YRS	1110	3.53220	1.14105	1	5	
16-20 YRS	711	3.64276	1.13414	1	5	
21 OR MORE YRS	1049	3.77216	1.09956	1	5	

Table 19 (Continued)

## E5 : I AM ABLE TO GET THE TRNG I NEED

SERVICE LENGTH	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 6 YRS	1574	3.27446	1.18704	1	5	.0001
6-10 YRS	1396	3.11318	1.18779	1	5	
11-15 YRS	1121	3.18109	1.17801	1	5	
16-20 YRS	713	3.10238	1.17888	1	5	
21 OR MORE YRS	1052	3.27567	1.14341	1	5	

## E31 : NEW EMPL GET ENGH TRNG TO DO JOB

SERVICE LENGTH	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 6 YRS	1586	3.14448	1.18231	1	5	.001
6-10 YRS	1401	3.05425	1.14638	1	5	
11-15 YRS	1121	3.03388	1.16514	1	5	
16-20 YRS	711	3.03235	1.12183	1	5	
21 OR MORE YRS	1051	3.18688	1.08815	1	5	

## E38 : NEW EMPL ARE USUALLY WELL QUALIFIED

SERVICE LENGTH	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 6 YRS	1588	3.13688	1.00986	1	5	.0001
6-10 YRS	1387	2.97288	1.02962	1	5	
11-15 YRS	1119	2.95621	1.02162	1	5	
16-20 YRS	711	2.88733	1.02057	1	5	
21 OR MORE YRS	1048	2.88504	1.02883	1	5	

## E73 : MGMT INTRSD IN OPPT FOR FEM/MINORITIES

SERVICE LENGTH	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 6 YRS	1576	3.00888	0.95371	1	5	.05
6-10 YRS	1395	3.04301	1.00409	1	5	
11-15 YRS	1122	3.00267	1.01788	1	5	
16-20 YRS	708	3.06215	0.98387	1	5	
21 OR MORE YRS	1046	3.11799	1.04746	1	5	

## 9. SUPERVISOR COMPOSITES

## SCOMP2 : JOB SATISFACTION

SERVICE LENGTH	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 6 YRS	282	3.88357	0.846420	1	5	.01
6-10 YRS	381	3.84602	0.893151	1	5	
11-15 YRS	583	3.77501	0.874852	1	5	
16-20 YRS	391	3.78834	0.858513	1	5	
21 OR MORE YRS	1438	3.91829	0.785749	1	5	

Table 19 (Continued)

## SCOMP3 : FAIRNESS RE: PROMOTION

SERVICE LENGTH	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 6 YRS	282	3.17109	1.08575	1	5	.0001
6-10 YRS	381	3.08805	0.88535	1	5	
11-15 YRS	583	3.13408	1.08295	1	5	
16-20 YRS	581	3.25873	0.94883	1	5	
21 OR MORE YRS	1437	3.32916	0.86846	1	5	

## SCOMP4 : EVALUATION OF SUPERVISOR

SERVICE LENGTH	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 6 YRS	282	3.73684	0.829953	1	5	n.s.
6-10 YRS	382	3.69188	0.932358	1	5	
11-15 YRS	587	3.66183	0.935443	1	5	
16-20 YRS	585	3.68810	0.841144	1	5	
21 OR MORE YRS	1440	3.72861	0.898686	1	5	

## SCOMP19 : POSITIVE EVALUATION OF CPO RE: GENERAL FUNCTIONS

SERVICE LENGTH	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 6 YRS	282	3.45796	0.836829	1.37500	5.37500	.0001
6-10 YRS	381	3.47471	0.756788	1.37500	5.37500	
11-15 YRS	583	3.53580	0.773049	1.37500	5.37500	
16-20 YRS	581	3.52383	0.772729	1.62500	5.37500	
21 OR MORE YRS	1439	3.71661	0.772642	1.37500	5.37500	

## SCOMP20 : POSITIVE EVALUATION OF CPO RE ADVISORY/COUNSELING SERVICES

SERVICE LENGTH	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 6 YRS	279	3.27983	1.34822	1	6	.0001
6-10 YRS	381	3.21207	1.25875	1	6	
11-15 YRS	576	3.33386	1.27911	1	6	
16-20 YRS	587	3.37584	1.29470	1	6	
21 OR MORE YRS	1429	3.60880	1.30483	1	6	

## SCOMP22 : SATISFIED W/ QUALITY OF PERSONNEL REFERRALS

SERVICE LENGTH	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 6 YRS	279	3.00530	0.928885	1	5	.0001
6-10 YRS	380	3.10263	0.928828	1	5	
11-15 YRS	578	3.09883	0.93613	1	5	
16-20 YRS	587	3.12682	0.917831	1	5	
21 OR MORE YRS	1430	3.26878	0.884799	1	5	

Table 19 (Continued)

## 6. SUPERVISOR ITEMS

## S2 : ENGH AUTH TO FULFILL SMPV DUTIES

SERVICE LENGTH	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 6 YRS	270	3.70417	1.16360	1	5	.01
6-10 YRS	375	3.71200	1.11402	1	5	
11-15 YRS	576	3.81771	1.13126	1	5	
16-20 YRS	581	3.84054	1.12086	1	5	
21 OR MORE YRS	1400	3.95432	1.00050	1	5	

## S15 : NOT ENGH PEOPLE TO GET WORK DONE HERE\*

SERVICE LENGTH	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 6 YRS	281	2.58363	1.33036	1	5	.05
6-10 YRS	302	2.45144	1.25082	1	5	
11-15 YRS	582	2.39175	1.23054	1	5	
16-20 YRS	580	2.53061	1.24266	1	5	
21 OR MORE YRS	1436	2.58496	1.26784	1	5	

## S22 : ADQ TRAINED/PREP TO BE A SUPERVISOR

SERVICE LENGTH	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 6 YRS	279	3.83613	1.10082	1	5	.0001
6-10 YRS	370	3.66000	1.12282	1	5	
11-15 YRS	570	3.72837	1.05018	1	5	
16-20 YRS	580	3.77304	1.00035	1	5	
21 OR MORE YRS	1431	4.02725	0.82612	1	5	

## S24 : GET SUBORDINATES TRAINING WHEN NEEDED

SERVICE LENGTH	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 6 YRS	270	2.90047	1.16750	1	5	.0001
6-10 YRS	370	2.80000	1.16640	1	5	
11-15 YRS	570	2.97222	1.20540	1	5	
16-20 YRS	580	3.00562	1.21717	1	5	
21 OR MORE YRS	1410	3.31805	1.10544	1	5	

Table 20

## PAY SYSTEM

Means, Standard Deviations, Ranges, and Levels of Statistical Significance for Mean Differences

## 1. Common Employee/Supervisor Composites

## COMP1: EVALUATION OF MANAGEMENT

GROUP	PAY SYSTEM		TOTAL	LEVEL
	GS OR SIMILAR	WG OR SIMILAR		
EMPLOYEE	2.98117 (.3387)	2.86766 (.2074)	2.93436 (.5471)	
SUPERVISOR	3.29848 (.2736)	3.24817 (.414)	3.28000 (.3148)	.0001
TOTAL	3.12177 (.6132)	2.92131 (.2488)	3.06301 (.8829)	
LEVEL		.001		n.s.

## COMP7: WOULD LEAVE CURRENT JOB FOR INSIDE GOVERNMENT

GROUP	PAY SYSTEM		TOTAL	LEVEL
	GS OR SIMILAR	WG OR SIMILAR		
EMPLOYEE	3.00432 (.3382)	3.26830 (.2048)	3.15362 (.5448)	
SUPERVISOR	2.90887 (.2741)	2.97877 (.408)	2.91770 (.3158)	.0001
TOTAL	3.00505 (.6133)	3.21906 (.2457)	3.06713 (.8508)	
LEVEL		.0001		n.s.

## COMP8: WOULD LEAVE CURRENT JOB FOR OUTSIDE GOVERNMENT

GROUP	PAY SYSTEM		TOTAL	LEVEL
	GS OR SIMILAR	WG OR SIMILAR		
EMPLOYEE	2.95822 (.3347)	2.85585 (.1991)	2.92006 (.5338)	
SUPERVISOR	2.89519 (.2706)	2.79961 (.408)	2.87073 (.3113)	.05
TOTAL	2.93060 (.6092)	2.84118 (.2399)	2.90572 (.8451)	
LEVEL		.001		n.s.

Table 20 (Continued)

## COMP9: SUPERVISOR SUPPORTS TRAINING NEEDS

GROUP	PAY SYSTEM		TOTAL	LEVEL
	GS OR SIMILAR	WG OR SIMILAR		
EMPLOYEE	2.88835 (3439)	2.65844 (2088)	2.80889 (5527)	
SUPERVISOR	3.21957 (2782)	3.05208 ( 416)	3.19778 (3198)	.0001
TOTAL	3.04199 (6221)	2.72467 (2504)	2.95893 (8725)	
LEVEL		.0001		n.s.

## COMP11: CIVILIANS IMPORTANT TO MANAGEMENT

GROUP	PAY SYSTEM		TOTAL	LEVEL
	GS OR SIMILAR	WG OR SIMILAR		
EMPLOYEE	3.12988 (3512)	3.18721 (2142)	3.15160 (5654)	
SUPERVISOR	3.19868 (2837)	3.31636 ( 432)	3.21423 (3268)	.0001
TOTAL	3.16683 (6349)	3.20888 (2574)	3.17455 (8823)	
LEVEL		.001		n.s.

## 2. Comm Employee/Supervisor Items

## E11.930: I AM SATISFIED W/ CHANCES FOR PROMOTION

GROUP	PAY SYSTEM		TOTAL	LEVEL
	GS OR SIMILAR	WG OR SIMILAR		
EMPLOYEE	2.53213 (3501)	2.53862 (2138)	2.53379 (5637)	
SUPERVISOR	3.05382 (2819)	3.24826 ( 431)	3.07084 (3250)	.0001
TOTAL	2.76487 (6320)	2.85802 (2567)	2.73343 (8887)	
LEVEL		.01		.05

## E12.939: PEOPLE WHOSE PERF HURT BY DRUGS/ALCOHOL \*

GROUP	PAY SYSTEM		TOTAL	LEVEL
	GS OR SIMILAR	WG OR SIMILAR		
EMPLOYEE	3.70711 (3488)	3.78852 (2119)	3.54138 (5685)	
SUPERVISOR	4.08138 (2814)	3.49537 ( 432)	4.00339 (3246)	.0001
TOTAL	3.87429 (6300)	3.30894 (2551)	3.71877 (8851)	
LEVEL		.0001		.05

Table 20 (Continued)

## E58\_S38: TOP MANAGEMENT SUPPORTS EEO

GROUP	PAY SYSTEM		TOTAL	LEVEL
	GS OR SIMILAR	WG OR SIMILAR		
EMPLOYEE	3.34422 (3492)	3.23355 (2128)	3.30231 (5620)	
SUPERVISOR	3.94744 (2816)	3.96977 ( 430)	3.95040 (3246)	.0001
TOTAL	3.61351 (6308)	3.35731 (2558)	3.53959 (8866)	
LEVEL		n.s.		.05

## E66\_S45: I PLAN TO REMAIN WITH ARMY TILL I RETIRE

GROUP	PAY SYSTEM		TOTAL	LEVEL
	GS OR SIMILAR	WG OR SIMILAR		
EMPLOYEE	3.57484 (3474)	3.87643 (2104)	3.68060 (5578)	
SUPERVISOR	3.94113 (2803)	4.33412 ( 422)	3.99256 (3225)	.0001
TOTAL	3.73841 (6277)	3.95289 (2526)	3.79995 (8803)	
LEVEL		.0001		n.s.

## SQ13: WORK I DO SUPPORTS MY ORGANIZATION MISSION

GROUP	PAY SYSTEM		TOTAL	LEVEL
	GS OR SIMILAR	WG OR SIMILAR		
EMPLOYEE	4.31826 (3428)	4.26805 (2078)	4.29931 (5508)	
SUPERVISOR	4.57091 (2778)	4.46824 ( 415)	4.56653 (3193)	.0001
TOTAL	4.43138 (6206)	4.30004 (2493)	4.38372 (8699)	
LEVEL		.0001		n.s.

## D. Employee Composition

## ECOMP2 : JOB SATISFACTION

PAY SYSTEM	N	MEAN	STD	MIN	MAX	LEVEL
WG OR SIMILAR	2146	3.42036	0.891710	1	5	.001
GS OR SIMILAR	3512	3.33384	0.920218	1	5	

## ECOMP1 : FAIRNESS RE: PROMOTION

PAY SYSTEM	N	MEAN	STD	MIN	MAX	LEVEL
WG OR SIMILAR	2145	2.76280	0.943881	1	5	.001
GS OR SIMILAR	3512	2.84935	0.961668	1	5	

Table 20 (Continued)

ECOMP4 : EVALUATION OF SUPERVISOR

PAY SYSTEM	N	MEAN	STD	MIN	MAX	LEVEL
WG OR SIMILAR	2143	3.28613	1.01002	1	5	.0001
GS OR SIMILAR	3511	3.43252	1.00374	1	5	

ECOMP12 : AWARDS/RECOG GIVEN WHEN DESERVED

PAY SYSTEM	N	MEAN	STD	MIN	MAX	LEVEL
WG OR SIMILAR	2146	2.67781	1.03305	1	5	.0001
GS OR SIMILAR	3513	2.86377	1.00848	1	5	

ECOMP15 : CPO IS HELPFUL

PAY SYSTEM	N	MEAN	STD	MIN	MAX	LEVEL
WG OR SIMILAR	2143	3.47542	0.808110	1	5	.05
GS OR SIMILAR	3507	3.42059	0.827010	1	5	

4. Employee Items

E3 : I HAVE GOOD JOB SECURITY

PAY SYSTEM	N	MEAN	STD	MIN	MAX	LEVEL
WG OR SIMILAR	2122	3.34354	1.22225	1	5	.0001
GS OR SIMILAR	3485	3.74319	1.01583	1	5	

E5 : I AM ABLE TO GET THE TRNG I NEED

PAY SYSTEM	N	MEAN	STD	MIN	MAX	LEVEL
WG OR SIMILAR	2130	3.15211	1.19391	1	5	n.s.
GS OR SIMILAR	3487	3.21394	1.16563	1	5	

E31 : NEW EMPL GET ENGH TRNG TO DO JOB

PAY SYSTEM	N	MEAN	STD	MIN	MAX	LEVEL
WG OR SIMILAR	2137	3.08797	1.16106	1	5	n.s.
GS OR SIMILAR	3497	3.08550	1.12536	1	5	



Table 20 (Continued)

E38 : NEW EMPL ARE USUALLY WELL QUALIFIED

PAY SYSTEM	N	MEAN	STD	MIN	MAX	LEVEL
WG OR SIMILAR	2131	2.86110	1.04699	1	5	.0001
GS OR SIMILAR	3491	3.08049	0.99460	1	5	

E73 : MGMT INTRSD IN OPPT FOR FEM/MINORITIES

PAY SYSTEM	N	MEAN	STD	MIN	MAX	LEVEL
WG OR SIMILAR	2131	3.07274	1.00509	1	5	n.s.
GS OR SIMILAR	3488	3.04874	0.99666	1	5	

5. Supervisor Composites

SCOMP2 : JOB SATISFACTION

PAY SYSTEM	N	MEAN	STD	MIN	MAX	LEVEL
WS OR SIMILAR	432	3.89120	0.745690	1	5	n.s.
GS OR SIMILAR	2826	3.84849	0.849256	1	5	

SCOMP3 : FAIRNESS RE: PROMOTION

PAY SYSTEM	N	MEAN	STD	MIN	MAX	LEVEL
WS OR SIMILAR	432	3.19792	1.01013	1	5	n.s.
GS OR SIMILAR	2825	3.24785	0.97234	1	5	

SCOMP4 : EVALUATION OF SUPERVISOR

PAY SYSTEM	N	MEAN	STD	MIN	MAX	LEVEL
WS OR SIMILAR	432	3.64329	0.889964	1	5	n.s.
GS OR SIMILAR	2837	3.71735	0.906203	1	5	

SCOMP19 : POSITIVE EVALUATION OF CPO RE: GENERAL FUNCTIONS

PAY SYSTEM	N	MEAN	STD	MIN	MAX	LEVEL
WS OR SIMILAR	432	3.58985	0.832215	1.37500	5.25000	n.s.
GS OR SIMILAR	2827	3.59761	0.773687	1.37500	5.37500	

Table 20 (Continued)

## SCOMP20 : POSITIVE EVALUATION OF CPO RE ADVISORY/COUNSELING SERVICES

PAY SYSTEM	N	MEAN	STD	MIN	MAX	LEVEL
WS OR SIMILAR	429	3.67036	1.30278	1	6	.001
GS OR SIMILAR	2806	3.44528	1.30681	1	6	

## SCOMP22 : SATISFIED W/ QUALITY OF PERSONNEL REFERRALS

PAY SYSTEM	N	MEAN	STD	MIN	MAX	LEVEL
WS OR SIMILAR	430	3.16977	0.923163	1	5	n.s.
GS OR SIMILAR	2807	3.16601	0.910487	1	5	

## 6. Supervisor Items

## S2 : ENGH AUTH TO FULFILL SUPV DUTIES

PAY SYSTEM	N	MEAN	STD	MIN	MAX	LEVEL
WS OR SIMILAR	428	3.76168	1.14693	1	5	.05
GS OR SIMILAR	2774	3.87996	1.11039	1	5	

## S15 : NOT ENGH PEOPLE TO GET WORK DONE HERE\*

PAY SYSTEM	N	MEAN	STD	MIN	MAX	LEVEL
WS OR SIMILAR	431	2.50812	1.27746	1	5	n.s.
GS OR SIMILAR	2820	2.52340	1.26422	1	5	

## S22 : ADQ TRAINED/PREP TO BE A SUPERVISOR

PAY SYSTEM	N	MEAN	STD	MIN	MAX	LEVEL
WS OR SIMILAR	429	3.91375	0.949433	1	5	n.s.
GS OR SIMILAR	2806	3.86101	0.981431	1	5	

## S24 : GET SUBORDINATES TRAINING WHEN NEEDED

PAY SYSTEM	N	MEAN	STD	MIN	MAX	LEVEL
WS OR SIMILAR	430	2.80698	1.13739	1	5	.0001
GS OR SIMILAR	2787	3.16505	1.17066	1	5	

Table 21

## SIZE OF INSTALLATION

Means, Standard Deviations, Ranges, and Levels of Statistical Significance for Mean Differences

## 1. Common Employee/Supervisor Composites

## COMP1: EVALUATION OF MANAGEMENT

GROUP	SIZE OF INSTALLATION				TOTAL	LEVEL
	1-999 EMPLOYEES	1000-2999 EMPLOYEES	3000-4999 EMPLOYEES	5000 OR MORE EMPLOYEES		
EMPLOYEE	2.95644 (.421)	2.99660 (.1596)	2.87137 (.2066)	2.92860 (.1110)	2.92899 (.5193)	
SUPERVISOR	3.37488 (.243)	3.31082 (.943)	3.25682 (.947)	3.27450 (.645)	3.28955 (.2778)	.0001
TOTAL	3.10867 (.664)	3.11323 (.2539)	2.98255 (.3013)	3.06573 (.1756)	3.06465 (.7971)	
LEVEL		.01				n.s.

## COMP7: WOULD LEAVE CURRENT JOB FOR INSIDE GOVERNMENT

GROUP	SIZE OF INSTALLATION				TOTAL	LEVEL
	1-999 EMPLOYEES	1000-2999 EMPLOYEES	3000-4999 EMPLOYEES	5000 OR MORE EMPLOYEES		
EMPLOYEE	3.09535 (.423)	3.08123 (.1584)	3.19326 (.2056)	3.14058 (.1099)	3.13964 (.5162)	
SUPERVISOR	2.77459 (.244)	2.87919 (.945)	2.97225 (.943)	2.87706 (.648)	2.90108 (.2780)	.0001
TOTAL	2.97801 (.667)	3.00573 (.2529)	3.12376 (.2999)	3.04284 (.1747)	3.05614 (.7942)	
LEVEL		.001				n.s.

## COMP8: WOULD LEAVE CURRENT JOB FOR OUTSIDE GOVERNMENT

GROUP	SIZE OF INSTALLATION				TOTAL	LEVEL
	1-999 EMPLOYEES	1000-2999 EMPLOYEES	3000-4999 EMPLOYEES	5000 OR MORE EMPLOYEES		
EMPLOYEE	2.87319 (.414)	2.87997 (.1558)	2.93052 (.2015)	2.89741 (.1082)	2.90324 (.5069)	
SUPERVISOR	2.80625 (.240)	2.90409 (.928)	2.89861 (.937)	2.79134 (.647)	2.86719 (.2752)	n.s.
TOTAL	2.84862 (.654)	2.88898 (.2486)	2.92039 (.2952)	2.85772 (.1729)	2.89055 (.7821)	
LEVEL		n.s.				n.s.

Table 21 (Continued)

## COMP9: SUPERVISOR SUPPORTS TRAINING NEEDS

GROUP	SIZE OF INSTALLATION				TOTAL	LEVEL
	1-999 EMPLOYEES	1000-2999 EMPLOYEES	3000-4999 EMPLOYEES	5000 OR MORE EMPLOYEES		
EMPLOYEE	2.90678 ( 430)	2.86909 (1615)	2.73037 (2084)	2.87567 (1120)	2.81851 (5249)	.0001
SUPERVISOR	3.40722 ( 247)	3.27920 ( 959)	3.13254 ( 962)	3.16833 ( 656)	3.21491 (2824)	
TOTAL	3.08836 ( 677)	3.02189 (2574)	2.85738 (3046)	2.98414 (1776)	2.95717 (8073)	
LEVEL	.0001					n.s.

## COMP11: CIVILIANS IMPORTANT TO MANAGEMENT

GROUP	SIZE OF INSTALLATION				TOTAL	LEVEL
	1-999 EMPLOYEES	1000-2999 EMPLOYEES	3000-4999 EMPLOYEES	5000 OR MORE EMPLOYEES		
EMPLOYEE	3.21889 ( 434)	3.18813 (1685)	3.12310 (2127)	3.15090 (1131)	3.15706 (5377)	.0001
SUPERVISOR	3.41667 ( 250)	3.22193 ( 965)	3.20648 (1009)	3.26621 ( 663)	3.24356 (2887)	
TOTAL	3.29118 ( 684)	3.20044 (2650)	3.14993 (3136)	3.19352 (1794)	3.18728 (8264)	
LEVEL	.001					n.s.

## 2. COMMON EMPLOYEE/SUPERVISOR ITEMS

## E11\_S30: I AM SATISFIED W/ CHANCES FOR PROMOTION

GROUP	SIZE OF INSTALLATION				TOTAL	LEVEL
	1-999 EMPLOYEES	1000-2999 EMPLOYEES	3000-4999 EMPLOYEES	5000 OR MORE EMPLOYEES		
EMPLOYEE	2.64977 ( 434)	2.56947 (1677)	2.45085 (2116)	2.54747 (1127)	2.52447 (5354)	.0001
SUPERVISOR	3.08032 ( 249)	3.11820 ( 956)	2.98008 (1004)	3.10229 ( 655)	3.06285 (2864)	
TOTAL	2.80673 ( 683)	2.76870 (2633)	2.62115 (3120)	2.75140 (1782)	2.71210 (8218)	
LEVEL	.001					n.s.

## E32\_S39: PEOPLE WHOSE PERF HURT BY DRUGS/ALCOHOL\*

GROUP	SIZE OF INSTALLATION				TOTAL	LEVEL
	1-999 EMPLOYEES	1000-2999 EMPLOYEES	3000-4999 EMPLOYEES	5000 OR MORE EMPLOYEES		
EMPLOYEE	3.60557 ( 431)	3.63822 (1664)	3.37779 (2107)	3.50986 (1116)	3.50545 (5318)	.0001
SUPERVISOR	4.24597 ( 248)	4.01466 ( 955)	3.87313 (1001)	4.06849 ( 657)	3.99755 (2861)	
TOTAL	3.83947 ( 679)	3.77549 (2619)	3.53732 (3108)	3.71686 (1773)	3.67759 (8179)	
LEVEL	.0001					.05

Table 21 (Continued)

## E5B\_S38: TOP MANAGEMENT SUPPORTS EEO

GROUP	SIZE OF INSTALLATION				TOTAL	LEVEL
	1-999 EMPLOYEES	1000-2999 EMPLOYEES	3000-4999 EMPLOYEES	5000 OR MORE EMPLOYEES		
EMPLOYEE	3.30482 ( 433)	3.37261 (1672)	3.23687 (2110)	3.24066 (1126)	3.29414 (5341)	.0001
SUPERVISOR	4.00835 ( 240)	3.95483 ( 954)	3.92822 (1083)	3.94800 ( 655)	3.95561 (2061)	
TOTAL	3.64809 ( 682)	3.58416 (2626)	3.45840 (3113)	3.50646 (1781)	3.52487 (8202)	
LEVEL		.001				n.s.

## E66\_S45: I PLAN TO REMAIN WITH ARMY TILL I RETIRE

GROUP	SIZE OF INSTALLATION				TOTAL	LEVEL
	1-999 EMPLOYEES	1000-2999 EMPLOYEES	3000-4999 EMPLOYEES	5000 OR MORE EMPLOYEES		
EMPLOYEE	3.57176 ( 432)	3.70940 (1666)	3.77256 (2084)	3.73274 (1115)	3.72796 (5297)	.0001
SUPERVISOR	3.95528 ( 246)	3.93087 ( 948)	4.04719 ( 986)	4.12000 ( 650)	4.02007 (2040)	
TOTAL	3.71091 ( 678)	3.79304 (2614)	3.86136 (3080)	3.87535 (1765)	3.82991 (8137)	
LEVEL		.0001				n.s.

## SQ13: WORK I DO SUPPORTS MY ORGANIZATION MISSION

GROUP	SIZE OF INSTALLATION				TOTAL	LEVEL
	1-999 EMPLOYEES	1000-2999 EMPLOYEES	3000-4999 EMPLOYEES	5000 OR MORE EMPLOYEES		
EMPLOYEE	4.26107 ( 429)	4.30884 (1606)	4.28123 (2073)	4.28405 (1116)	4.28867 (5224)	.0001
SUPERVISOR	4.50000 ( 246)	4.49321 ( 957)	4.57336 ( 961)	4.56469 ( 657)	4.53775 (2821)	
TOTAL	4.34815 ( 675)	4.37768 (2583)	4.37376 (3034)	4.38804 (1773)	4.37601 (8045)	
LEVEL		n.s.				.05

## 3. EMPLOYEE COMPOSITES

## ECOMP2 : JOB SATISFACTION

INSTALLATION	SIZE	N	MEAN	STD	MIN	MAX	LEVEL
SMALL		435	3.30739	0.868651	1	5	n.s.
MEDIUM		1687	3.40705	0.910547	1	5	
LARGE		2129	3.35427	0.911515	1	5	
EXTRA LARGE		1131	3.37608	0.930799	1	5	

Table 21 (Continued)

ECOMP3 : FAIRNESS RE: PROMOTION

INSTALLATION SIZE	N	MEAN	STD	MIN	MAX	LEVEL
SMALL	435	2.88659	0.952236	1	5	.0001
MEDIUM	1684	2.86747	0.965557	1	5	
LARGE	2128	2.73692	0.942221	1	5	
EXTRA LARGE	1133	2.81109	0.984888	1	5	

ECOMP4 : EVALUATION OF SUPERVISOR

INSTALLATION SIZE	N	MEAN	STD	MIN	MAX	LEVEL
SMALL	435	3.34835	0.95888	1	5	.01
MEDIUM	1687	3.44823	1.00321	1	5	
LARGE	2128	3.32347	1.02144	1	5	
EXTRA LARGE	1130	3.38826	1.01833	1	5	

ECOMP12 : AWARDS/RECOG GIVEN WHEN DESERVED

INSTALLATION SIZE	N	MEAN	STD	MIN	MAX	LEVEL
SMALL	435	2.81341	0.97007	1	5	.001
MEDIUM	1688	2.85609	1.04034	1	5	
LARGE	2128	2.71413	1.01706	1	5	
EXTRA LARGE	1132	2.82008	1.04213	1	5	

ECOMP15 : CPO IS HELPFUL

INSTALLATION SIZE	N	MEAN	STD	MIN	MAX	LEVEL
SMALL	435	3.45096	0.837407	1	5	.0001
MEDIUM	1683	3.50822	0.806585	1	5	
LARGE	2124	3.38214	0.829311	1	5	
EXTRA LARGE	1131	3.49234	0.787713	1	5	

4. EMPLOYEE ITEMS

E3 : I HAVE GOOD JOB SECURITY

SIZE OF INSTALLATION	N	MEAN	STD	MIN	MAX	LEVEL
SMALL	432	3.60880	1.05409	1	5	.001
MEDIUM	1671	3.63136	1.11251	1	5	
LARGE	2105	3.50879	1.16591	1	5	
EXTRA LARGE	1120	3.67411	1.07205	1	5	

E5 : I AM ABLE TO GET THE THING I NEED

SIZE OF INSTALLATION	N	MEAN	STD	MIN	MAX	LEVEL
SMALL	429	3.14918	1.19427	1	5	n.s.
MEDIUM	1670	3.24671	1.16581	1	5	
LARGE	2116	3.16163	1.19588	1	5	
EXTRA LARGE	1122	3.19430	1.17042	1	5	

Table 21 (Continued)

## E31 : NEW EMPL GET ENGH TRNG TO DO JOB

SIZE OF INSTALLATION	N	MEAN	STD	MIN	MAX	LEVEL
SMALL	431	3.00077	1.00700	1	5	n.s.
MEDIUM	1670	3.12813	1.13161	1	5	
LARGE	2117	3.07006	1.19020	1	5	
EXTRA LARGE	1125	3.07111	1.13270	1	5	

## E30 : NEW EMPL ARE USUALLY WELL QUALIFIED

SIZE OF INSTALLATION	N	MEAN	STD	MIN	MAX	LEVEL
SMALL	432	2.96066	0.99457	1	5	.0001
MEDIUM	1674	3.07049	0.99481	1	5	
LARGE	2115	2.92151	1.04826	1	5	
EXTRA LARGE	1118	2.95707	1.01552	1	5	

## E73 : MGMT INTRSD IN OPPT FOR FEM/MINORITIES

SIZE OF INSTALLATION	N	MEAN	STD	MIN	MAX	LEVEL
SMALL	431	3.18907	0.90062	1	5	.01
MEDIUM	1674	3.10156	0.98212	1	5	
LARGE	2106	3.04701	1.00488	1	5	
EXTRA LARGE	1125	2.99467	1.02006	1	5	

## 5. SUPERVISOR COMPOSITES

## SCOMP2 : JOB SATISFACTION

INSTALLATION SIZE	N	MEAN	STD	MIN	MAX	LEVEL
SMALL	249	3.86479	0.758212	1.50000	5	n.s.
MEDIUM	950	3.87596	0.777647	1.00000	5	
LARGE	1007	3.81430	0.852397	1.00000	5	
EXTRA LARGE	668	3.82599	0.881431	1.00000	5	

## SCOMP3 : FAIRNESS RE: PROMOTION

INSTALLATION SIZE	N	MEAN	STD	MIN	MAX	LEVEL
SMALL	249	3.53548	0.89576	1	5	.0001
MEDIUM	950	3.31402	0.95215	1	5	
LARGE	1006	3.10968	1.02052	1	5	
EXTRA LARGE	668	3.19377	0.96960	1	5	

## SCOMP4 : EVALUATION OF SUPERVISOR

INSTALLATION SIZE	N	MEAN	STD	MIN	MAX	LEVEL
SMALL	250	3.72200	0.827997	1	5	n.s.
MEDIUM	965	3.71820	0.887683	1	5	
LARGE	1009	3.70761	0.923898	1	5	
EXTRA LARGE	663	3.67954	0.911009	1	5	

Table 21 (Continued)

## SCOMP19 : POSITIVE EVALUATION OF CPO RE: GENERAL FUNCTIONS

INSTALLATION SIZE	N	MEAN	STD	MIN	MAX	LEVEL
SMALL	249	3.74063	0.648319	1.62500	5.25000	.0001
MEDIUM	959	3.66214	0.756068	1.37500	5.37500	
LARGE	1007	3.52452	0.817856	1.37500	5.37500	
EXTRA LARGE	658	3.56232	0.783077	1.37500	5.37500	

## SCOMP20 : POSITIVE EVALUATION OF CPO RE ADVISORY/COUNSELING SERVICES

INSTALLATION SIZE	N	MEAN	STD	MIN	MAX	LEVEL
SMALL	248	3.58226	1.22002	1	6	n.s.
MEDIUM	949	3.52756	1.32245	1	6	
LARGE	1000	3.45048	1.30129	1	6	
EXTRA LARGE	651	3.47273	1.34265	1	6	

## SCOMP22 : SATISFIED W/ QUALITY OF PERSONNEL REFERRALS

INSTALLATION SIZE	N	MEAN	STD	MIN	MAX	LEVEL
SMALL	246	3.28455	0.870330	1	4.50000	.05
MEDIUM	952	3.25788	0.893039	1	5.00000	
LARGE	1002	3.13872	0.925937	1	5.00000	
EXTRA LARGE	652	3.17025	0.888960	1	5.00000	

## 6. SUPERVISOR ITEMS

## S2 : ENGH AUTH TO FULFILL SUPV DUTIES

INSTALLATION SIZE	N	MEAN	STD	MIN	MAX	LEVEL
SMALL	243	3.97531	1.04812	1	5	n.s.
MEDIUM	943	3.87063	1.07184	1	5	
LARGE	995	3.80704	1.17355	1	5	
EXTRA LARGE	640	3.85156	1.10830	1	5	

## S15 : NOT ENGH PEOPLE TO GET WORK DONE HERE\*

INSTALLATION SIZE	N	MEAN	STD	MIN	MAX	LEVEL
SMALL	247	2.69231	1.21745	1	5	.05
MEDIUM	957	2.56635	1.28682	1	5	
LARGE	1006	2.44732	1.27615	1	5	
EXTRA LARGE	656	2.48780	1.26001	1	5	

## S22 : ADQ TRAINED/PREP TO BE A SUPERVISOR

INSTALLATION SIZE	N	MEAN	STD	MIN	MAX	LEVEL
SMALL	247	3.87854	0.85625	1	5	n.s.
MEDIUM	949	3.85080	0.95084	1	5	
LARGE	1005	3.87861	1.00457	1	5	
EXTRA LARGE	651	3.86022	0.98939	1	5	



Table 21 (Continued)

S24 : GET SUBORDINATES TRAINING WHEN NEEDED

INSTALLATION SIZE	N	MEAN	STD	MIN	MAX	LEVEL
SMALL	245	3.30582	1.10252	1	5	.0001
MEDIUM	945	3.21481	1.14480	1	5	
LARGE	1001	2.94505	1.19331	1	5	
EXTRA LARGE	644	3.18168	1.16160	1	5	

Table 22

## SUPERVISOR STATUS

Means, Standard Deviations, Ranges, and Levels of Statistical Significance for Mean Differences

## 1. CIVILIAN EMPLOYEE/SUPERVISOR COMPOSITES

## COMP1: EVALUATION OF MANAGEMENT

GROUP	SUPERVISOR STATUS		TOTAL	LEVEL
	MILITARY	CIVILIAN		
EMPLOYEE	3.09561 (.980)	2.91088 (.4701)	2.94283 (.5681)	
SUPERVISOR	3.37888 (.964)	3.25387 (.2191)	3.29217 (.3155)	.0001
TOTAL	3.23614 (1944)	3.02002 (6882)	3.06757 (8836)	
LEVEL		.0001		n.s.

## COMP7: WOULD LEAVE CURRENT JOB FOR INSIDE GOVERNMENT

GROUP	SUPERVISOR STATUS		TOTAL	LEVEL
	MILITARY	CIVILIAN		
EMPLOYEE	3.08265 (.972)	3.16388 (.4675)	3.14980 (.5647)	
SUPERVISOR	2.88837 (.983)	2.92860 (.2192)	2.91632 (.3155)	.0001
TOTAL	2.98596 (1935)	3.08878 (6867)	3.06618 (8802)	
LEVEL		.05		n.s.

## COMP8: WOULD LEAVE CURRENT JOB FOR OUTSIDE GOVERNMENT

GROUP	SUPERVISOR STATUS		TOTAL	LEVEL
	MILITARY	CIVILIAN		
EMPLOYEE	2.95536 (.983)	2.91523 (.4583)	2.92220 (.5546)	
SUPERVISOR	2.94386 (.953)	2.84933 (.2167)	2.87821 (.3129)	n.s.
TOTAL	2.94963 (1916)	2.88407 (6750)	2.90636 (8666)	
LEVEL		.05		n.s.

Table 22 (Continued)

COMP9: SUPERVISOR SUPPORTS TRAINING NEEDS

GROUP	SUPERVISOR STATUS		TOTAL	LEVEL
	MILITARY	CIVILIAN		
EMPLOYEE	2.82455 ( 987)	2.80754 (4753)	2.81047 (5740)	
SUPERVISOR	3.16233 ( 981)	3.21604 (2223)	3.20822 (3204)	.0001
TOTAL	2.98293 (1968)	2.93880 (6976)	2.96086 (8944)	
LEVEL		n.s.		n.s.

COMP11: CIVILIANS IMPORTANT TO MANAGEMENT

GROUP	SUPERVISOR STATUS		TOTAL	LEVEL
	MILITARY	CIVILIAN		
EMPLOYEE	3.04257 (1014)	3.18141 (4860)	3.15745 (5874)	
SUPERVISOR	3.10661 ( 990)	3.26828 (2275)	3.21895 (3274)	.001
TOTAL	3.07435 (2013)	3.20911 (7135)	3.17946 (9148)	
LEVEL		.0001		n.s.

2. COMMON EMPLOYEE/SUPERVISOR ITEMS

E11\_S30: I AM SATISFIED W/ CHANCES FOR PROMOTION

GROUP	SUPERVISOR STATUS		TOTAL	LEVEL
	MILITARY	CIVILIAN		
EMPLOYEE	2.43409 (1009)	2.57214 (4845)	2.54834 (5854)	
SUPERVISOR	2.92540 ( 992)	3.15201 (2263)	3.08295 (3255)	.0001
TOTAL	2.67766 (2001)	2.75675 (7108)	2.73938 (9109)	
LEVEL		.0001		n.s.

E32\_S39: PEOPLE WHOSE PERF HURT BY DRUGS/ALCOHOL \*

GROUP	SUPERVISOR STATUS		TOTAL	LEVEL
	MILITARY	CIVILIAN		
EMPLOYEE	3.66866 (1002)	3.49875 (4818)	3.52801 (5820)	
SUPERVISOR	4.11972 ( 994)	3.94772 (2257)	4.00831 (3251)	.0001
TOTAL	3.89329 (1996)	3.64198 (7075)	3.69728 (9071)	
LEVEL		.0001		n.s.

Table 22 (Continued)

## E58\_S38: TOP MANAGEMENT SUPPORTS EEO

GROUP	SUPERVISOR STATUS		TOTAL	LEVEL
	MILITARY	CIVILIAN		
EMPLOYEE	3.42574 (1010)	3.28220 (4825)	3.30711 (5835)	
SUPERVISOR	3.90488 ( 982)	3.93404 (2250)	3.94955 (3251)	.0001
TOTAL	3.70280 (2002)	3.49012 (7084)	3.53698 (9086)	
LEVEL		.0001		n.s.

## E66\_S45: I PLAN TO REMAIN WITH ARMY TILL I RETIRE

GROUP	SUPERVISOR STATUS		TOTAL	LEVEL
	MILITARY	CIVILIAN		
EMPLOYEE	3.50842 (1001)	3.71369 (4792)	3.60066 (5793)	
SUPERVISOR	3.94207 ( 984)	4.01158 (2245)	3.99040 (3229)	.0001
TOTAL	3.75870 (1985)	3.80873 (7037)	3.79794 (9022)	
LEVEL		.0001		n.s.

## SQ13: WORK I DO SUPPORTS MY ORGANIZATION MISSION

GROUP	SUPERVISOR STATUS		TOTAL	LEVEL
	MILITARY	CIVILIAN		
EMPLOYEE	4.41379 ( 986)	4.27511 (4729)	4.29804 (5715)	
SUPERVISOR	4.65749 ( 981)	4.51082 (2218)	4.55580 (3199)	.0001
TOTAL	4.53533 (1967)	4.35037 (6947)	4.39118 (8914)	
LEVEL		.0001		n.s.

## 3. EMPLOYEE COMPOSITES

## ECOMP2 : JOB SATISFACTION

SUPERVISOR STATUS	N	MEAN	STD	MIN	MAX	LEVEL
CIVILIAN	4868	3.37382	0.895779	1	5	n.s.
MILITARY	1014	3.38182	0.972019	1	5	

## ECOMP3 : FAIRNESS RE: PROMOTION

SUPERVISOR STATUS	N	MEAN	STD	MIN	MAX	LEVEL
CIVILIAN	4865	2.82091	0.956486	1	5	n.s.
MILITARY	1013	2.86114	0.955083	1	5	

Table 22 (Continued)

## ECONP4 : EVALUATION OF SUPERVISOR

SUPERVISOR STATUS	N	MEAN	STD	MIN	MAX	LEVEL
CIVILIAN	4863	3.36473	1.00683	1	5	.001
MILITARY	1013	3.47949	1.01016	1	5	

## ECONP12 : AWARDS/RECOG GIVEN WHEN DESERVED

SUPERVISOR STATUS	N	MEAN	STD	MIN	MAX	LEVEL
CIVILIAN	4866	2.75303	1.02016	1	5	.0001
MILITARY	1014	3.02556	1.01420	1	5	

## ECONP15 : CPO IS HELPFUL

SUPERVISOR STATUS	N	MEAN	STD	MIN	MAX	LEVEL
CIVILIAN	4856	3.45669	0.811351	1	5	.05
MILITARY	1012	3.39213	0.860169	1	5	

## 4. EMPLOYEE ITEMS

## E3 : I HAVE GOOD JOB SECURITY

SUPERVISOR STATUS	N	MEAN	STD	MIN	MAX	LEVEL
CIVILIAN	4821	3.56067	1.12363	1	5	.0001
MILITARY	1006	3.73360	1.08843	1	5	

## E5 : I AM ABLE TO GET THE TRNG I NEED

SUPERVISOR STATUS	N	MEAN	STD	MIN	MAX	LEVEL
CIVILIAN	4832	3.18191	1.17599	1	5	.05
MILITARY	1006	3.27932	1.18972	1	5	

## E31 : NEW EMPL GET ENGH TRNG TO DO JOB

SUPERVISOR STATUS	N	MEAN	STD	MIN	MAX	LEVEL
CIVILIAN	4844	3.08671	1.13997	1	5	
MILITARY	1008	3.15972	1.13589	1	5	N.S.

Table 22 (Continued)

## E38 : NEW EMPL ARE USUALLY WELL QUALIFIED

SUPERVISOR STATUS	N	MEAN	STD	MIN	MAX	LEVEL
CIVILIAN	4835	2.96070	1.02800	1	5	.0001
MILITARY	1004	3.14542	0.99589	1	5	

## E73 : MGMT INTRSD IN OPPT FOR FEM/MINORITIES

SUPERVISOR STATUS	N	MEAN	STD	MIN	MAX	LEVEL
CIVILIAN	4823	3.06967	1.00234	1	5	n.s.
MILITARY	1008	3.05853	0.98325	1	5	

## 5. SUPERVISOR COMPOSITES

## SCOMP2 : JOB SATISFACTION

SUPERVISORY STATUS LEVEL	N	MEAN	STD	MIN	MAX	
CIVILIAN	2267	3.81142	0.827642	1	5	.0001
MILITARY	996	3.95448	0.844956	1	5	

## SCOMP3 : FAIRNESS RE: PROMOTION

SUPERVISORY STATUS LEVEL	N	MEAN	STD	MIN	MAX	
CIVILIAN	2266	3.21212	0.975072	1	5	.05
MILITARY	996	3.30589	0.984001	1	5	

## SCOMP4 : EVALUATION OF SUPERVISOR

SUPERVISORY STATUS LEVEL	N	MEAN	STD	MIN	MAX	
CIVILIAN	2275	3.70318	0.890990	1	5	n.s.
MILITARY	999	3.72683	0.922053	1	5	

## SCOMP19 : POSITIVE EVALUATION OF CPO RE: GENERAL FUNCTIONS

SUPERVISORY STATUS LEVEL	N	MEAN	STD	MIN	MAX	
CIVILIAN	2267	3.60816	0.768156	1.37500	5.37500	n.s.
MILITARY	997	3.57721	0.814122	1.37500	5.37500	

Table 22 (Continued)

## SCOMP20 : POSITIVE EVALUATION OF CPO RE ADVISORY/COUNSELING SERVICES

SUPERVISORY STATUS LEVEL	N	MEAN	STD	MIN	MAX	
CIVILIAN	2245	3.47509	1.30075	1	6	n.s.
MILITARY	995	3.48015	1.33035	1	6	

## SCOMP22 : SATISFIED W/ QUALITY OF PERSONNEL REFERRALS

SUPERVISORY STATUS LEVEL	N	MEAN	STD	MIN	MAX	
CIVILIAN	2249	3.17252	0.903990	1	5	n.s.
MILITARY	993	3.15257	0.929813	1	5	

## 6. SUPERVISOR ITEMS

## S2 : ENGH AUTH TO FULFILL SUPV DUTIES

SUPERVISOR STATUS LEVEL	N	MEAN	STD	MIN	MAX	
CIVILIAN	2224	3.82284	1.10701	1	5	.001
MILITARY	984	3.97561	1.11378	1	5	

## S15 : NOT ENGH PEOPLE TO GET WORK DONE HERE\*

SUPERVISOR STATUS LEVEL	N	MEAN	STD	MIN	MAX	
CIVILIAN	2262	2.55217	1.26031	1	5	n.s.
MILITARY	994	2.46378	1.27142	1	5	

## S22 : ADQ TRAINED/PREP TO BE A SUPERVISOR

SUPERVISOR STATUS LEVEL	N	MEAN	STD	MIN	MAX	
CIVILIAN	2248	3.83897	0.973550	1	5	.01
MILITARY	992	3.94153	0.972170	1	5	

## S24 : GET SUBORDINATES TRAINING WHEN NEEDED

SUPERVISOR STATUS LEVEL	N	MEAN	STD	MIN	MAX	
CIVILIAN	2234	3.07833	1.16742	1	5	.01
MILITARY	988	3.21559	1.17604	1	5	

**Table 23**

**SUPERVISORY LEVEL**

**Means, Standard Deviations, Ranges, and Levels of Statistical Significance for Mean Differences**

**1. COMMON SUPERVISOR COMPOSITES**

**SCOMP1 : EVALUATION OF MANAGEMENT**

SUPERVISORY LEVEL	N	MEAN	STD	MIN	MAX	LEVEL
1ST LINE	1911	3.20296	0.878648	1	5	.0001
2ND LINE & ABOVE	1185	3.45778	0.850172	1	5	

**SCOMP7 : WOULD LEAVE CURRENT JOB FOR INSIDE GOVERNMENT**

SUPERVISORY LEVEL	N	MEAN	STD	MIN	MAX	LEVEL
1ST LINE	1914	2.99512	1.05476	1	5	.0001
2ND LINE & ABOVE	1183	2.77712	1.08503	1	5	

**SCOMP8 : WOULD LEAVE CURRENT JOB FOR OUTSIDE GOVERNMENT**

SUPERVISORY LEVEL	N	MEAN	STD	MIN	MAX	LEVEL
1ST LINE	1892	2.87262	1.15217	1	5	n.s.
2ND LINE & ABOVE	1172	2.88396	1.17537	1	5	

**SCOMP9 : SUPERVISOR SUPPORTS TRAINING NEEDS**

SUPERVISORY LEVEL	N	MEAN	STD	MIN	MAX	LEVEL
1ST LINE	1947	3.14946	0.945091	1	5	.0001
2ND LINE & ABOVE	1197	3.29247	0.940889	1	5	

**SCOMP11 : CIVILIANS IMPORTANT TO MANAGEMENT**

SUPERVISORY LEVEL	N	MEAN	STD	MIN	MAX	LEVEL
1ST LINE	1994	3.17160	0.901156	1	5	.0001
2ND LINE & ABOVE	1221	3.30003	0.950185	1	5	



Table 23 (Continued)

2. COMMON SUPERVISOR ITEMS

S30 : I AM SATISFIED WITH CHANCES FOR PROMOTION

SUPERVISORY LEVEL	N	MEAN	STD	MIN	MAX	LEVEL
1ST LINE	1989	2.98592	1.27063	1	5	.0001
2ND LINE & ABOVE	1220	3.23689	1.26496	1	5	

S38 : TOP MANAGEMENT SUPPORTS EEO

SUPERVISORY LEVEL	N	MEAN	STD	MIN	MAX	LEVEL
1ST LINE	1986	3.88117	0.906722	1	5	.0001
2ND LINE & ABOVE	1220	4.08361	0.851323	1	5	

S39 : PEOPLE WHOSE PERF HURT BY DRUGS/ALCOHOL \*

SUPERVISORY LEVEL	N	MEAN	STD	MIN	MAX	LEVEL
1ST LINE	1988	4.10060	1.04018	1	5	.0001
2ND LINE & ABOVE	1221	3.84193	1.16030	1	5	

S45 : I PLAN TO REMAIN WITH ARMY TILL RETIRE

SUPERVISORY LEVEL	N	MEAN	STD	MIN	MAX	LEVEL
1ST LINE	1971	3.94571	0.998779	1	5	.001
2ND LINE & ABOVE	1215	4.07737	0.929441	1	5	

SQ13 : WORK I DO SUPPORTS MY ORGANIZATIONS MISSION

SUPERVISORY LEVEL	N	MEAN	STD	MIN	MAX	LEVEL
1ST LINE	1947	4.52696	0.613875	1	5	.0001
2ND LINE & ABOVE	1192	4.61326	0.582930	1	5	

3. SUPERVISOR COMPOSITES

SCOMP2 : JOB SATISFACTION

SUPERVISORY LEVEL	N	MEAN	STD	MIN	MAX	LEVEL
1ST LINE	1994	3.77516	0.853021	1	5	.0001
2ND LINE & ABOVE	1221	4.00355	0.770699	1	5	

Table 23 (Continued)

SCOMP3 : FAIRNESS RE: PROMOTION

SUPERVISORY LEVEL	N	MEAN	STD	MIN	MAX	LEVEL
1ST LINE	1994	3.13273	0.972752	1	5	.0001
2ND LINE & ABOVE	1221	3.44240	0.948805	1	5	

SCOMP4 : EVALUATION OF SUPERVISOR

SUPERVISORY LEVEL	N	MEAN	STD	MIN	MAX	LEVEL
1ST LINE	1994	3.66653	0.905438	1	5	.001
2ND LINE & ABOVE	1221	3.79058	0.893451	1	5	

SCOMP19 : POSITIVE EVALUATION OF CPO RE: GENERAL FUNCTIONS

SUPERVISORY LEVEL	N	MEAN	STD	MIN	MAX	LEVEL
1ST LINE	1994	3.56306	0.781079	1.37500	5.37500	.001
2ND LINE & ABOVE	1221	3.67063	0.779865	1.37500	5.37500	

SCOMP20 : POSITIVE EVALUATION OF CPO RE ADVISORY/COUNSELING SERVICES

SUPERVISORY LEVEL	N	MEAN	STD	MIN	MAX	LEVEL
1ST LINE	1986	3.33828	1.33446	1	6	.0001
2ND LINE & ABOVE	1220	3.73221	1.22037	1	6	

SCOMP22 : SATISFIED W/ QUALITY OF PERSONNEL REFERRALS

SUPERVISORY LEVEL	N	MEAN	STD	MIN	MAX	LEVEL
1ST LINE	1990	3.17312	0.912351	1	5	n.s.
2ND LINE & ABOVE	1221	3.16626	0.916493	1	5	

4. SUPERVISOR ITEMS

S2 : ENGH AUTH TO FULFILL SUPV DUTIES

SUPERVISORY LEVEL	N	MEAN	STD	MIN	MAX	LEVEL
1ST LINE	1978	3.80637	1.12201	1	5	.0001
2ND LINE & ABOVE	1212	3.98845	1.07898	1	5	

Table 23 (Continued)

S15 : NOT ENGH PEOPLE TO GET WORK DONE HERE\*

SUPERVISORY LEVEL	N	MEAN	STD	MIN	MAX	LEVEL
1ST LINE	1991	2.56906	1.26853	1	5	.05
2ND LINE & ABOVE	1220	2.45164	1.25310	1	5	

S22 : ADQ TRAINED/PREP TO BE A SUPERVISOR

SUPERVISORY LEVEL	N	MEAN	STD	MIN	MAX	LEVEL
1ST LINE	1988	3.76308	1.00962	1	5	.0001
2ND LINE & ABOVE	1220	4.07459	0.85360	1	5	

S24 : GET SUBORDINATES TRAINING WHEN NEEDED

SUPERVISORY LEVEL	N	MEAN	STD	MIN	MAX	LEVEL
1ST LINE	1988	3.06690	1.18073	1	5	.001
2ND LINE & ABOVE	1220	3.20984	1.15646	1	5	

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**Table 24**

**TOOK SUPERVISORY COURSE**

**Means, Standard Deviations, Ranges, and Levels of Statistical Significance for Mean Differences**

**1. COMMON SUPERVISOR COMPOSITES**

**SCOMP1 : EVALUATION OF MANAGEMENT**

TOOK SUPERVISORY COURSE	N	MEAN	STD	MIN	MAX	LEVEL
UNMARKED	526	3.28660	0.857981	1	5	n.s.
MARKED	2655	3.29040	0.881169	1	5	

**SCOMP2 : WOULD LEAVE CURRENT JOB FOR INSIDE GOVERNMENT**

TOOK SUPERVISORY COURSE	N	MEAN	STD	MIN	MAX	LEVEL
UNMARKED	520	2.90962	1.05437	1	5	n.s.
MARKED	2660	2.92080	1.07669	1	5	

**SCOMP8 : WOULD LEAVE CURRENT JOB FOR OUTSIDE GOVERNMENT**

TOOK SUPERVISORY COURSE	N	MEAN	STD	MIN	MAX	LEVEL
UNMARKED	515	2.96214	1.15569	1	5	n.s.
MARKED	2629	2.86307	1.15934	1	5	

**SCOMP9 : SUPERVISOR SUPPORTS TRAINING NEEDS**

TOOK SUPERVISORY COURSE	N	MEAN	STD	MIN	MAX	LEVEL
UNMARKED	530	3.09796	0.944969	1	5	.01
MARKED	2700	3.21707	0.944123	1	5	

**SCOMP11 : CIVILIANS IMPORTANT TO MANAGEMENT**

TOOK SUPERVISORY COURSE	N	MEAN	STD	MIN	MAX	LEVEL
UNMARKED	542	3.13807	0.953398	1	5	.05
MARKED	2760	3.23170	0.915474	1	5	

Table 24 (Continued)

2. COMMON SUPERVISOR ITEMS

S30 : I AM SATISFIED WITH CHANCES FOR PROMOTION

TOOK SUPERVISORY COURSE	N	MEAN	STD	MIN	MAX	LEVEL
UNMARKED	531	3.04520	1.26111	1	5	n.s.
MARKED	2747	3.08555	1.27685	1	5	

S38 : TOP MANAGEMENT SUPPORTS EEO

TOOK SUPERVISORY COURSE	N	MEAN	STD	MIN	MAX	LEVEL
UNMARKED	529	3.93573	0.893807	1	5	n.s.
MARKED	2745	3.95264	0.891293	1	5	

S39 : PEOPLE WHOSE PERF HURT BY DRUGS/ALCOHOL\*

TOOK SUPERVISORY COURSE	N	MEAN	STD	MIN	MAX	LEVEL
UNMARKED	525	3.91810	1.10471	1	5	n.s.
MARKED	2749	4.01273	1.08994	1	5	

S45 : I PLAN TO REMAIN WITH ARMY TILL RETIRE

TOOK SUPERVISORY COURSE	N	MEAN	STD	MIN	MAX	LEVEL
UNMARKED	525	3.94857	0.986175	1	5	n.s.
MARKED	2727	4.00110	0.971153	1	5	

SQ13 : WORK I DO SUPPORTS MY ORGANIZATIONS MISSION

TOOK SUPERVISORY COURSE	N	MEAN	STD	MIN	MAX	LEVEL
UNMARKED	528	4.57197	0.563375	2	5	n.s.
MARKED	2697	4.55209	0.609924	2	5	

Table 24 (Continued)

3. SUPERVISOR COMPOSITES

SCOMP2 : JOB SATISFACTION

TOOK SUPERVISORY COURSE	N	MEAN	STD	MIN	MAX	LEVEL
UNMARKED	532	3.87249	0.823883	1	5	n.s.
MARKED	2754	3.85318	0.836451	1	5	

SCOMP3 : FAIRNESS RE: PROMOTION

TOOK SUPERVISORY COURSE	N	MEAN	STD	MIN	MAX	LEVEL
UNMARKED	532	3.16823	0.983196	1	5	n.s.
MARKED	2753	3.25336	0.977455	1	5	

SCOMP4 : EVALUATION OF SUPERVISOR

TOOK SUPERVISORY COURSE	N	MEAN	STD	MIN	MAX	LEVEL
UNMARKED	542	3.65630	0.937629	1	5	n.s.
MARKED	2760	3.71623	0.896946	1	5	

SCOMP19 : POSITIVE EVALUATION OF CPO RE: GENERAL FUNCTIONS

TOOK SUPERVISORY COURSE	N	MEAN	STD	MIN	MAX	LEVEL
UNMARKED	532	3.47138	0.743557	1.37500	5.37500	.0001
MARKED	2755	3.62266	0.788037	1.37500	5.37500	

SCOMP20 : POSITIVE EVALUATION OF CPO RE ADVISORY/COUNSELING SERVICES

TOOK SUPERVISORY COURSE	N	MEAN	STD	MIN	MAX	LEVEL
UNMARKED	520	3.24038	1.34738	1	6	.0001
MARKED	2742	3.52459	1.29886	1	6	

SCOMP22 : SATISFIED W/ QUALITY OF PERSONNEL REFERRALS

TOOK SUPERVISORY COURSE	N	MEAN	STD	MIN	MAX	LEVEL
UNMARKED	515	3.03398	0.894922	1	5	.001
MARKED	2750	3.19127	0.913978	1	5	

Table 24 (Continued)

4. SUPERVISOR ITEMS

S2 : ENGH AUTH TO FULFILL SUPV DUTIES

TOOK SUPERVISORY COURSE	N	MEAN	STD	MIN	MAX	LEVEL
UNMARKED	505	3.77426	1.14284	1	5	.05
MARKED	2724	3.88363	1.10886	1	5	

S15 : NOT ENGH PEOPLE TO GET WORK DONE HERE\*

TOOK SUPERVISORY COURSE	N	MEAN	STD	MIN	MAX	LEVEL
UNMARKED	530	2.45660	1.28647	1	5	n.s.
MARKED	2749	2.53583	1.26159	1	5	

S22 : ADQ TRAINED/PREP TO BE A SUPERVISOR

TOOK SUPERVISORY COURSE	N	MEAN	STD	MIN	MAX	LEVEL
UNMARKED	516	3.57171	1.16947	1	5	.0001
MARKED	2747	3.92683	0.92357	1	5	

S24 : GET SUBORDINATES TRAINING WHEN NEEDED

TOOK SUPERVISORY COURSE	N	MEAN	STD	MIN	MAX	LEVEL
UNMARKED	509	3.09430	1.14627	1	5	n.s.
MARKED	2736	3.12427	1.17714	1	5	

**Table 25**

**TIME SUPERVISED ARMY CIVILIANS**

**Means, Standard Deviations, Ranges, and Levels of Statistical Significance for Mean Differences**

**1. COMMON SUPERVISOR COMPOSITES**

**SCOMP1 : EVALUATION OF MANAGEMENT**

TIME SUPERVISED ARMY CIVILIANS	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 3 YRS	644	3.29581	0.857770	1	5	.0001
3-5 YRS	753	3.20738	0.884743	1	5	
6-10 YRS	655	3.23236	0.863380	1	5	
OVER 10 YRS	1035	3.39118	0.888018	1	5	

**SCOMP7 : WOULD LEAVE CURRENT JOB FOR INSIDE GOVERNMENT**

TIME SUPERVISED ARMY CIVILIANS	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 3 YRS	651	2.97005	1.01771	1	5	.0001
3-5 YRS	750	3.05822	1.04093	1	5	
6-10 YRS	661	2.99445	1.05767	1	5	
OVER 10 YRS	1026	2.72433	1.11416	1	5	

**SCOMP8 : WOULD LEAVE CURRENT JOB FOR OUTSIDE GOVERNMENT**

TIME SUPERVISED ARMY CIVILIANS	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 3 YRS	643	2.86858	1.11045	1	5	n.s.
3-5 YRS	746	2.96314	1.15871	1	5	
6-10 YRS	653	2.86217	1.15122	1	5	
OVER 10 YRS	1012	2.83943	1.20034	1	5	

**SCOMP9 : SUPERVISOR SUPPORTS TRAINING NEEDS**

TIME SUPERVISED ARMY CIVILIANS	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 3 YRS	658	3.19883	0.936927	1	5	.0001
3-5 YRS	763	3.08694	0.940445	1	5	
6-10 YRS	669	3.18535	0.928489	1	5	
OVER 10 YRS	1044	3.29406	0.961169	1	5	

**SCOMP11 : CIVILIANS IMPORTANT TO MANAGEMENT**

TIME SUPERVISED ARMY CIVILIANS	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 3 YRS	673	3.22437	0.874583	1	5	.05
3-5 YRS	778	3.14096	0.906534	1	5	
6-10 YRS	681	3.19359	0.923199	1	5	
OVER 10 YRS	1073	3.27943	0.957789	1	5	



Table 25 (Continued)

2. COMMON SUPERVISOR ITEMS

S30 : I AM SATISFIED WITH CHANCES FOR PROMOTION

TIME SUPERVISED ARMY CIVILIANS	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 3 YRS	672	3.31696	1.21189	1	5	.0001
3-5 YRS	775	3.07355	1.27326	1	5	
6-10 YRS	678	2.92330	1.25366	1	5	
OVER 10 YRS	1069	3.04022	1.31017	1	5	

S38 : TOP MANAGEMENT SUPPORTS EEO

TIME SUPERVISED ARMY CIVILIANS	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 3 YRS	670	3.92836	0.882110	1	5	.01
3-5 YRS	774	3.87855	0.931401	1	5	
6-10 YRS	677	3.94682	0.893836	1	5	
OVER 10 YRS	1070	4.02991	0.858046	1	5	

S39 : PEOPLE WHOSE PERF HURT BY DRUGS/ALCOHOL\*

TIME SUPERVISED ARMY CIVILIANS	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 3 YRS	670	4.03582	1.05396	1	5	n.s.
3-5 YRS	776	4.00258	1.12565	1	5	
6-10 YRS	677	4.01182	1.09592	1	5	
OVER 10 YRS	1071	3.96078	1.09645	1	5	

S45 : I PLAN TO REMAIN WITH ARMY TILL RETIRE

TIME SUPERVISED ARMY CIVILIANS	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 3 YRS	669	3.77429	1.07845	1	5	.0001
3-5 YRS	771	3.80415	1.05155	1	5	
6-10 YRS	671	4.04918	0.94267	1	5	
OVER 10 YRS	1064	4.22838	0.79716	1	5	

SQ13 : WORK I DO SUPPORTS MY ORGANIZATIONS MISSION

TIME SUPERVISED ARMY CIVILIANS	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 3 YRS	656	4.52591	0.607283	1	5	.05
3-5 YRS	763	4.53342	0.629437	1	5	
6-10 YRS	668	4.53743	0.629205	1	5	
OVER 10 YRS	1043	4.60594	0.565349	1	5	

Table 25 (Continued)

3. SUPERVISOR COMPOSITES

SCOMP2 : JOB SATISFACTION

TIME SUPERVISED ARMY CIVILIANS	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 3 YRS	672	3.86558	0.829546	1	5	.001
3-5 YRS	778	3.77742	0.868343	1	5	
6-10 YRS	679	3.80952	0.839484	1	5	
OVER 10 YRS	1072	3.93905	0.801277	1	5	

SCOMP3 : FAIRNESS RE: PROMOTION

TIME SUPERVISED ARMY CIVILIANS	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 3 YRS	672	3.18552	0.943191	1	5	.0001
3-5 YRS	778	3.16024	0.962489	1	5	
6-10 YRS	678	3.23181	0.992699	1	5	
OVER 10 YRS	1072	3.36194	0.975720	1	5	

SCOMP4 : EVALUATION OF SUPERVISOR

TIME SUPERVISED ARMY CIVILIANS	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 3 YRS	673	3.82098	0.838324	1	5	.001
3-5 YRS	778	3.64113	0.899194	1	5	
6-10 YRS	681	3.63879	0.924665	1	5	
OVER 10 YRS	1073	3.73523	0.922902	1	5	

SCOMP19 : POSITIVE EVALUATION OF CPO RE: GENERAL FUNCTIONS

TIME SUPERVISED ARMY CIVILIANS	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 3 YRS	672	3.52435	0.768404	1.37500	5.37500	.0001
3-5 YRS	778	3.56501	0.756345	1.37500	5.37500	
6-10 YRS	679	3.56491	0.805396	1.37500	5.37500	
OVER 10 YRS	1072	3.70035	0.785402	1.37500	5.37500	

SCOMP20 : POSITIVE EVALUATION OF CPO RE ADVISORY/COUNSELING SERVICES

TIME SUPERVISED ARMY CIVILIANS	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 3 YRS	668	3.19132	1.40192	1	6	.0001
3-5 YRS	778	3.36013	1.27127	1	6	
6-10 YRS	676	3.39157	1.26145	1	6	
OVER 10 YRS	1067	3.79892	1.23283	1	6	

Table 25 (Continued)

## SCOMP22 : SATISFIED W/ QUALITY OF PERSONNEL REFERRALS

TIME SUPERVISED ARMY CIVILIANS	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 3 YRS	666	3.17267	0.852808	1	5	n.s.
3-5 YRS	777	3.15315	0.904082	1	5	
6-10 YRS	677	3.16174	0.860350	1	5	
OVER 10 YRS	1071	3.18441	0.931449	1	5	

## 4. SUPERVISOR ITEMS

## S2 : ENGH AUTH TO FULFILL SUPV DUTIES

TIME SUPRVISED ARMY CIVILIANS	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 3 YRS	664	3.81024	1.09716	1	5	.0001
3-5 YRS	769	3.75813	1.14849	1	5	
6-10 YRS	673	3.87370	1.09807	1	5	
OVER 10 YRS	1060	3.98491	1.09930	1	5	

## S15 : NOT ENGH PEOPLE TO GET WORK DONE HERE\*

TIME SUPRVISED ARMY CIVILIANS	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 3 YRS	670	2.58209	1.25934	1	5	.05
3-5 YRS	778	2.46530	1.28127	1	5	
6-10 YRS	678	2.44985	1.24644	1	5	
OVER 10 YRS	1070	2.59252	1.26119	1	5	

## S22 : ADQ TRAINED/PREP TO BE A SUPERVISOR

TIME SUPRVISED ARMY CIVILIANS	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 3 YRS	669	3.45441	1.10650	1	5	.0001
3-5 YRS	776	3.73454	0.96608	1	5	
6-10 YRS	678	3.97493	0.93399	1	5	
OVER 10 YRS	1069	4.17587	0.77226	1	5	

## S24 : GET SUBORDINATES TRAINING WHEN NEEDED

TIME SUPRVISED ARMY CIVILIANS	N	MEAN	STD	MIN	MAX	LEVEL
LESS THAN 3 YRS	669	2.90433	1.15289	1	5	.0001
3-5 YRS	773	3.02587	1.17370	1	5	
6-10 YRS	673	3.12333	1.20932	1	5	
OVER 10 YRS	1067	3.31865	1.12937	1	5	

**Table 26****EMPLOYEE/SUPERVISOR**

**Means, Standard Deviations, Ranges, and Levels of Statistical Significance for Mean Differences**

**1. COMMON SUPERVISOR COMPOSITES****COMP1 : EVALUATION OF MANAGEMENT**

GROUP	N	MEAN	STD	MIN	MAX	LEVEL
EMPLOYEE	5726	2.94202	0.93181	1	5	.0001
SUPERVISOR	3181	3.28977	0.87724	1	5	

**COMP5 : SATISFACTION W/ ANNUAL/SICK LEAVE**

GROUP	N	MEAN	STD	MIN	MAX	LEVEL
EMPLOYEE	5742	4.11364	0.87780	1	6	.0001
SUPERVISOR	3218	4.37694	0.81213	1	6	

**COMP6 : IMPORTANCE OF PAY/VARIOUS BENEFITS**

GROUP	N	MEAN	STD	MIN	MAX	LEVEL
EMPLOYEE	5771	4.70273	0.44930	1	5	.01
SUPERVISOR	3228	4.67248	0.41583	1	5	

**COMP7 : WOULD LEAVE CURRENT JOB FOR INSIDE GOVERNMENT**

GROUP	N	MEAN	STD	MIN	MAX	LEVEL
EMPLOYEE	5692	3.15141	1.04478	1	5	.0001
SUPERVISOR	3180	2.91897	1.07192	1	5	

**COMP8 : WOULD LEAVE CURRENT JOB FOR OUTSIDE GOVERNMENT**

GROUP	N	MEAN	STD	MIN	MAX	LEVEL
EMPLOYEE	5586	2.92204	1.10956	1	5	n.s.
SUPERVISOR	3144	2.87929	1.15914	1	5	

**COMP9 : SUPERVISOR SUPPORTS TRAINING NEEDS**

GROUP	N	MEAN	STD	MIN	MAX	LEVEL
EMPLOYEE	5785	2.80950	0.93335	1	5	.0001
SUPERVISOR	3230	3.19752	0.94515	1	5	

Table 26 (Continued)

COMP10 : RECOMMENDS EMPLOYER SIMILAR TO OWN

GROUP	N	MEAN	STD	MIN	MAX	LEVEL
EMPLOYEE	5796	3.24252	0.94420	1	5	.001
SUPERVISOR	3238	3.16559	1.01407	1	5	

COMP11 : CIVILIANS IMPORTANT TO MANAGEMENT

GROUP	N	MEAN	STD	MIN	MAX	LEVEL
EMPLOYEE	5920	3.15805	0.86017	1	5	.01
SUPERVISOR	3302	3.21633	0.92231	1	5	

2. COMMON SUPERVISOR ITEMS

E30\_S23 : EMPL TAKE SICK LEAVE ONLY AS NEEDED

GROUP	N	MEAN	STD	MIN	MAX	LEVEL
EMPLOYEE	5886	3.39433	1.10546	1	5	.0001
SUPERVISOR	3279	3.51144	1.09318	1	5	

E32\_S39 : PEOPLE WHOSE PERF HURT BY DRUGS/ALCOHOL \*

GROUP	N	MEAN	STD	MIN	MAX	LEVEL
EMPLOYEE	5859	3.52637	1.16749	1	5	.0001
SUPERVISOR	3274	3.99756	1.09271	1	5	

E66\_S45 : I PLAN TO REMAIN WITH ARMY TILL RETIRE

GROUP	N	MEAN	STD	MIN	MAX	LEVEL
EMPLOYEE	5834	3.69129	1.04936	1	5	.0001
SUPERVISOR	3252	3.99262	0.97363	1	5	

E67\_S49 : AGE WILL NOT AFFECT PROM CHANCES

GROUP	N	MEAN	STD	MIN	MAX	LEVEL
EMPLOYEE	5884	3.16044	1.04257	1	5	.0001
SUPERVISOR	3276	3.57143	0.97766	1	5	

Table 26 (Continued)

E68\_S50 : WOMEN GET PREFERENTIAL TREATMENT IN PROMOTION\*

GROUP	N	MEAN	STD	MIN	MAX	LEVEL
EMPLOYEE	5877	3.41807	1.03181	1	5	.01
SUPERVISOR	3277	3.48032	0.99141	1	5	

E69\_S51 : MEN GET PREFERENTIAL TREATMENT IN PROMOTION\*

GROUP	N	MEAN	STD	MIN	MAX	LEVEL
EMPLOYEE	5862	3.23320	1.01501	1	5	.0001
SUPERVISOR	3277	3.58010	0.89501	1	5	

E70\_S52 : MINORITIES GET PREFERENTIAL TREATMENT IN PROMOTION\*

GROUP	N	MEAN	STD	MIN	MAX	LEVEL
EMPLOYEE	5876	3.14993	1.13429	1	5	n.s.
SUPERVISOR	3274	3.17746	1.09101	1	5	

E71\_S53 : NON-MINORITIES GET PREFERENTIAL TREATMENT IN PROMOTION\*

GROUP	N	MEAN	STD	MIN	MAX	LEVEL
EMPLOYEE	5883	3.31566	1.02674	1	5	.0001
SUPERVISOR	3273	3.68530	0.85213	1	5	

E11\_S30 : I AM SATISFIED W/ CHANCES FOR PROM

GROUP	N	MEAN	STD	MIN	MAX	LEVEL
EMPLOYEE	5894	2.54801	1.32385	1	5	.0001
SUPERVISOR	3278	3.07901	1.27421	1	5	

SQ1 : LAST WRITTEN PERF APPRAISAL RECVD

GROUP	N	MEAN	STD	MIN	MAX	LEVEL
EMPLOYEE	5707	3.65639	0.92452	1	1	.01
SUPERVISOR	3216	3.72046	0.83874	1	5	

**Table 26 (Continued)**

**SQ2A : SATISFACTION WITH HEALTH INSURANCE**

GROUP	N	MEAN	STD	MIN	MAX	LEVEL
EMPLOYEE	5730	3.69372	1.38525	1	6	.0001
SUPERVISOR	3218	3.47856	1.39730	1	6	

**SQ2B: SATISFACTION WITH LIFE INSURANCE**

GROUP	N	MEAN	STD	MIN	MAX	LEVEL
EMPLOYEE	5701	4.03877	1.05118	1	6	n.s.
SUPERVISOR	3206	4.05209	1.05683	1	6	

**SQ2C : SATISFACTION WITH RETIREMENT PLAN**

GROUP	N	MEAN	STD	MIN	MAX	LEVEL
EMPLOYEE	5690	3.79490	1.01176	1	6	.0001
SUPERVISOR	3209	3.92303	1.01270	1	6	

**SQ2F : SATISFACTION WITH PAY**

GROUP	N	MEAN	STD	MIN	MAX	LEVEL
EMPLOYEE	5722	3.24432	1.22610	1	6	.05
SUPERVISOR	3207	3.17680	1.29743	1	6	

**SQ6 : UNDERSTND HOW PERF APPRAISAL SYS WORKS**

GROUP	N	MEAN	STD	MIN	MAX	LEVEL
EMPLOYEE	5649	3.61126	0.99203	1	5	.0001
SUPERVISOR	3180	4.20252	0.71728	1	5	

**SQ7 : HELPED DEVEL MY PERFORMANCE STANDARDS**

GROUP	N	MEAN	STD	MIN	MAX	LEVEL
EMPLOYEE	5714	2.99055	1.21657	1	5	.0001
SUPERVISOR	3215	4.20252	1.20706	1	5	

Table 26 (Continued)

SQ13 : WORK I DO SUPPORTS MY ORG MISSION

GROUP	N	MEAN	STD	MIN	MAX	LEVEL
EMPLOYEE	5757	4.29772	0.680002	1	5	.0001
SUPERVISOR	3225	4.55535	0.60251	1	5	

SQ14 : PERF STD HELP ME UNDERSTAND EXPECTATIONS

GROUP	N	MEAN	STD	MIN	MAX	LEVEL
EMPLOYEE	5767	3.72325	0.98939	1	5	n.s.
SUPERVISOR	3225	3.70791	1.08321	1	5	

SQ15: CAN DO NOTHING IF DISAGREE W/ PERF STD\*

GROUP	N	MEAN	STD	MIN	MAX	LEVEL
EMPLOYEE	5749	3.21221	1.15794	1	5	.0001
SUPERVISOR	3222	3.58752	1.10020	1	5	

SQ17 : ASSIGNMNTS & TRNG PREP ME FOR ADVANCEMENT

GROUP	N	MEAN	STD	MIN	MAX	LEVEL
EMPLOYEE	5762	3.18032	1.15728	1	5	.0001
SUPERVISOR	3223	3.61899	1.04494	1	5	

SQ24 : MEDAL AS IMPORTANT AS CASH AWARD

GROUP	N	MEAN	STD	MIN	MAX	LEVEL
EMPLOYEE	5756	2.86327	1.21011	1	5	.0001
SUPERVISOR	3223	2.69314	1.21207	1	5	



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**APPENDIX A**

**EMPLOYEE, SUPERVISORY, AND SUPPLEMENTAL QUESTIONNAIRES  
USED IN THE FY88 ARMY-WIDE SURVEY**



# DEPARTMENT OF THE ARMY

WASHINGTON, D.C. 20310

RCS  
CSGPA-1483

## EMPLOYEE QUESTIONNAIRE

The Department of the Army is conducting a survey of how civilian employees feel about their jobs and work situation. Your cooperation in completing this questionnaire will increase our understanding of personnel management practices and working conditions with respect to Army civilian employees.

This questionnaire is not a test. There are no right or wrong answers. In order for your response to be useful, however, it is important that you answer each question carefully and honestly.

Your participation in this survey is anonymous. Your answers will be held completely confidential; only statistical summaries will be reported. No one in your organization will have information from this survey about any individual's answers.

Do not put your name on the questionnaire.

Thank you for your cooperation.

For some questions you may feel you do not have enough information to respond (for example, you may be a new employee). We ask that you answer as best you can based on the information you have. If none of the responses seem strictly appropriate, please mark the one which best reflects your opinion. If you cannot decide, then leave that item blank. Please respond to all items in terms of your current position, not a previous one.

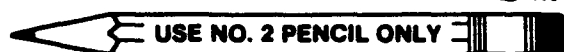
### MARKING DIRECTIONS

**DIRECTIONS:** Your responses will be read by an optical mark reader. It is important that you follow a few simple rules.

- Use only a black pencil (not ball point or ink pen).
- Make heavy black marks that fill the oval.
- Erase cleanly any answer you wish to change.
- Make no stray markings of any kind.

**EXAMPLE:** Will marks made with pen or felt-tip pen be properly read?

- ☐ Yes  
☒ No



### ORGANIZATION ITEMS

Instructions for the use of these items are included on a separate sheet. **OMIT UNLESS INSTRUCTED TO DO OTHERWISE.**

1. ☐ A ☐ B ☐ C ☐ D ☐ E ☐ F
2. ☐ A ☐ B ☐ C ☐ D ☐ E ☐ F
3. ☐ A ☐ B ☐ C ☐ D ☐ E ☐ F
4. ☐ A ☐ B ☐ C ☐ D ☐ E ☐ F
5. ☐ A ☐ B ☐ C ☐ D ☐ E ☐ F

6. ☐ A ☐ B ☐ C ☐ D ☐ E ☐ F
7. ☐ A ☐ B ☐ C ☐ D ☐ E ☐ F
8. ☐ A ☐ B ☐ C ☐ D ☐ E ☐ F
9. ☐ A ☐ B ☐ C ☐ D ☐ E ☐ F
10. ☐ A ☐ B ☐ C ☐ D ☐ E ☐ F



DO NOT WRITE IN THIS AREA

## SECTION I

The following information is needed to help us with the statistical analysis of the data. While in rare instances it might be possible to identify individuals on the basis of their responses, in no case will this be done and in no case will this information be available to anyone at your installation. It is very important for our Army-wide analysis that you respond candidly and do not omit any applicable answers.

Please mark the most appropriate response for each of the items.

### A. Pay System: (Mark one)

Appropriated Fund

- ☐ General Schedule (GS) and similar (CZ, ES, GM, ST)
- ☐ Wage Grade (WG) and similar (WB, WD, WK, WM, WP, WT, WZ)
- ☐ Wage Leader (WC, WL, WR)

Nonappropriated Fund Only

- ☐ Universal Annual (UA)
- ☐ Prevailing Rate (NA, NL, AS, PS)

### B. Grade:

- ☐ 1 or 2
- ☐ 3 or 4
- ☐ 5 or 6
- ☐ 7 or 8
- ☐ 9 or 10
- ☐ 11 or 12
- ☐ 13 or 14
- ☐ Above 14
- ☐ Other

### C. Sex:

- ☐ Male
- ☐ Female

### D. Age:

- ☐ Under 21
- ☐ 21 thru 30
- ☐ 31 thru 40
- ☐ 41 thru 50
- ☐ 51 thru 55
- ☐ 56 thru 60
- ☐ Over 60

### E. Education Completed: (Mark one)

- ☐ Less than High School Graduate
- ☐ High School Graduate or Equivalent
- ☐ Some College or Technical Training
- ☐ Associate Degree or Equivalent
- ☐ Bachelor's Degree or Equivalent
- ☐ Advanced Degree

### F. What is your race or national origin?

- ☐ Black, not of Hispanic origin
- ☐ Hispanic
- ☐ American Indian or Alaskan native
- ☐ Asian or Pacific Islander
- ☐ White, not of Hispanic origin

### G. Length of Federal Civilian Service:

- ☐ Less than 1 year
- ☐ 1 thru 5 years
- ☐ 6 thru 10 years
- ☐ 11 thru 15 years
- ☐ 16 thru 20 years
- ☐ 21 thru 25 years
- ☐ 26 thru 30 years
- ☐ More than 30 years

### H. Your immediate Supervisor is: (Do not consider leaders)

- ☐ Military
- ☐ Civilian

### I. Time supervised by present supervisor:

- ☐ Less than 1 year
- ☐ 1 thru 2 years
- ☐ 3 thru 5 years
- ☐ 6 thru 10 years
- ☐ More than 10 years

### J. Have you had at least one break in service (3 months or more) since becoming a Federal employee?

- ☐ Yes
- ☐ No

### K. How long has it been since your last promotion?

- ☐ Less than 1 year
- ☐ 1 thru 2 years
- ☐ 3 thru 4 years
- ☐ 5 thru 6 years
- ☐ 7 thru 10 years
- ☐ More than 10 years

## SECTION II

Items 1 through 77 are statements about your work and your organization. Please read each item carefully. Then, using the scale below, indicate your reaction to it by marking the appropriate category.

- ① Strongly Disagree  
② Disagree  
③ Neither Agree Nor Disagree  
④ Agree  
⑤ Strongly Agree

### EXAMPLE:

Civilians are a significant part of the total Army ..... ① ④ ③ ② ⑤

- ① Strongly Disagree  
② Disagree  
③ Neither Agree Nor Disagree  
④ Agree  
⑤ Strongly Agree

Items 1 through 28 are about YOUR JOB.

1. My job makes good use of my abilities ..... ① ④ ③ ② ①
2. All in all, I am satisfied with my job ..... ① ④ ③ ② ①
3. I have good job security ..... ① ④ ③ ② ①
4. I often do not get enough information to do my job properly ..... ① ④ ③ ② ①
5. I am able to get the training I need to do my job properly ..... ① ④ ③ ② ①
6. My annual performance appraisal has usually been helpful to me ..... ① ④ ③ ② ①
7. I am performing the major duties described in my job description ..... ① ④ ③ ② ①
8. I do a lot of unnecessary work ..... ① ④ ③ ② ①
9. I don't have enough freedom to do my job effectively and efficiently ..... ① ④ ③ ② ①
10. I have too much work to do a good job ..... ① ④ ③ ② ①
11. For the most part, I am satisfied with my chances for promotion ..... ① ④ ③ ② ①
12. I understand how the grade of my job was set ..... ① ④ ③ ② ①
13. My work suffers because of unnecessary interruptions ..... ① ④ ③ ② ①
14. I have all the skills I need to do my job well ..... ① ④ ③ ② ①
15. When I do a good job, it is recognized ..... ① ④ ③ ② ①
16. I am told promptly when there is a change in policy, rules, or regulations that affects me ..... ① ④ ③ ② ①
17. I frequently think about quitting my job ..... ① ④ ③ ② ①
18. All in all, the training I have received as an Army employee has been useful in doing my work ..... ① ④ ③ ② ①
19. I usually understand what is expected of me on my job ..... ① ④ ③ ② ①
20. I find my work challenging ..... ① ④ ③ ② ①
21. I do not have enough training to do my job well ..... ① ④ ③ ② ①
22. I am often bored with my job ..... ① ④ ③ ② ①
23. The work I do is important ..... ① ④ ③ ② ①

- ① Strongly Disagree  
② Disagree  
③ Neither Agree Nor Disagree  
④ Agree  
⑤ Strongly Agree

24. I am pleased with my career (progress) in the Army ..... ① ④ ③ ② ①
25. My job is graded properly ..... ① ④ ③ ② ①
26. I do too much work above my official grade level ..... ① ④ ③ ② ①
27. I do too much work below my official grade level ..... ① ④ ③ ② ①
28. I often have too little work to keep me busy ..... ① ④ ③ ② ①

Items 29 through 39 are about YOUR WORK GROUP.

29. The work in my unit is organized efficiently ..... ① ④ ③ ② ①
30. Employees usually take sick leave only when needed ..... ① ④ ③ ② ①
31. New employees are usually given enough training to do their job ..... ① ④ ③ ② ①
32. There are people whose job performance is being hurt by the use of alcohol or drugs ..... ① ④ ③ ② ①
33. There are unsafe conditions or practices ..... ① ④ ③ ② ①
34. The people I work with generally do a good job ..... ① ④ ③ ② ①
35. Giving people awards encourages them to do a good job ..... ① ④ ③ ② ①
36. All in all, my work group is well run ..... ① ④ ③ ② ①
37. Our productivity often suffers from a lack of organization and planning ..... ① ④ ③ ② ①
38. When new employees are assigned, they are usually well qualified ..... ① ④ ③ ② ①
39. People in my unit work well together ..... ① ④ ③ ② ①

Items 40 through 48 are about YOUR SUPERVISOR.

40. My supervisor has clearly outlined the goals and priorities for my work ..... ① ④ ③ ② ①
41. My supervisor is hard to talk to about job-related problems ..... ① ④ ③ ② ①
42. If an employee broke the rules, my supervisor would take appropriate corrective action ..... ① ④ ③ ② ①
43. My supervisor lets me know how well I am doing my work ..... ① ④ ③ ② ①
44. My supervisor encourages ideas and suggestions about better ways to do the work ..... ① ④ ③ ② ①
45. My supervisor encourages and supports the Suggestion Program ..... ① ④ ③ ② ①
46. My supervisor neither encourages nor discourages union membership ..... ① ④ ③ ② ①
47. All in all, I have a good supervisor ..... ① ④ ③ ② ①
48. My supervisor gives me the support and backing I need to do my job well ..... ① ④ ③ ② ①

- ① Strongly Disagree  
② Disagree  
③ Neither Agree Nor Disagree  
④ Agree  
⑤ Strongly Agree

Items 49 through 77 are about YOUR ORGANIZATION OR INSTALLATION

49. The Civilian Personnel Office informs employees about important changes in personnel rules or benefits ..... ⑤ ④ ③ ② ①
50. If I filed a grievance, I would get fair and impartial consideration of my complaint ... ⑤ ④ ③ ② ①
51. If I filed a grievance, there is a good chance it would later be held against me .... ⑤ ④ ③ ② ①
52. My organization makes an important contribution to the mission of the Army ... ⑤ ④ ③ ② ①
53. If I want to know about jobs and promotion opportunities, I can get this information ... ⑤ ④ ③ ② ①
54. For the most part, employees have an equal chance to compete for promotions .. ⑤ ④ ③ ② ①
55. When promotions are made, the best qualified people are usually selected ..... ⑤ ④ ③ ② ①
56. Top management is concerned about civilian employees ..... ⑤ ④ ③ ② ①
57. I don't feel much loyalty to my organization. ⑤ ④ ③ ② ①
58. Top management actively supports the Equal Employment Opportunity Program... ⑤ ④ ③ ② ①
59. The Civilian Personnel Office treats people courteously ..... ⑤ ④ ③ ② ①
60. This organization suffers from too many reorganizations ..... ⑤ ④ ③ ② ①
61. Compared to other organizations, my organization is a good place to work ..... ⑤ ④ ③ ② ①
62. Employees who feel discriminated against can get fair and impartial consideration of their complaint ..... ⑤ ④ ③ ② ①
63. If an employee has a problem with alcohol or drugs, he or she can get help at this installation ..... ⑤ ④ ③ ② ①
64. There is a good working relationship between civilian and military personnel at this installation ..... ⑤ ④ ③ ② ①
65. When awards are given, they usually go to the most deserving people ..... ⑤ ④ ③ ② ①
66. I plan to remain with the Army until I retire ..... ⑤ ④ ③ ② ①
67. An employee's age will not affect his or her chances for promotion ..... ⑤ ④ ③ ② ①
68. Women often get preferential treatment over men for promotion ..... ⑤ ④ ③ ② ①
69. Men often get preferential treatment over women for promotion ..... ⑤ ④ ③ ② ①
70. Minority employees often get preferential treatment over nonminority employees for promotion ..... ⑤ ④ ③ ② ①
71. Nonminority employees often get preferential treatment over minority employees for promotion ..... ⑤ ④ ③ ② ①

- ① Strongly Disagree  
② Disagree  
③ Neither Agree Nor Disagree  
④ Agree  
⑤ Strongly Agree

72. If my supervisor can't help me with an employment matter, I can usually get information or help from the Civilian Personnel Office ..... ⑤ ④ ③ ② ①
73. Top management is sincerely interested in providing job and advancement opportunities for women and for members of minority groups ..... ⑤ ④ ③ ② ①
74. My work group gets adequate support from top management ..... ⑤ ④ ③ ② ①
75. My chances for promotion are poor because of the unfairness of the promotion system. ⑤ ④ ③ ② ①
76. My chances for promotion are poor because of a lack of higher level vacancies ..... ⑤ ④ ③ ② ①
77. My chances for promotion are poor because I need additional experience or training... ⑤ ④ ③ ② ①
78. Listed below are a number of work facilities or services. Rate each item according to how satisfactory or unsatisfactory it is to you.

- ① Very Unsatisfactory  
② Unsatisfactory  
③ Borderline  
④ Satisfactory  
⑤ Very Satisfactory

- a. Eating Facilities ..... ⑤ ④ ③ ② ①
- b. Parking Facilities ..... ⑤ ④ ③ ② ①
- c. Transportation to and from work ..... ⑤ ④ ③ ② ①
- d. Supplies ..... ⑤ ④ ③ ② ①
- e. Tools and Equipment ..... ⑤ ④ ③ ② ①
- f. Restrooms ..... ⑤ ④ ③ ② ①
- g. Ventilation ..... ⑤ ④ ③ ② ①
- h. Air Conditioning ..... ⑤ ④ ③ ② ①
- i. Heating ..... ⑤ ④ ③ ② ①
- j. Lighting ..... ⑤ ④ ③ ② ①
- k. Size of working area ..... ⑤ ④ ③ ② ①
- l. Sanitation or cleanliness of worksite ... ⑤ ④ ③ ② ①
- m. Health services and first aid facilities .. ⑤ ④ ③ ② ①
- n. Overall working conditions ..... ⑤ ④ ③ ② ①

79. In general, are you treated fairly in regard to the following points? (Mark only one oval per line)

- ① Never  
② Seldom  
③ Sometimes  
④ Usually  
⑤ Always

- a. Promotions ..... ⑤ ④ ③ ② ①
- b. Training ..... ⑤ ④ ③ ② ①
- c. Awards ..... ⑤ ④ ③ ② ①
- d. Discipline ..... ⑤ ④ ③ ② ①
- e. Grievances and Appeals ..... ⑤ ④ ③ ② ①



## DEPARTMENT OF THE ARMY

WASHINGTON, DC. 20310

RCS  
CSGPA-1483

# SUPERVISORY QUESTIONNAIRE

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Thank you for your cooperation.

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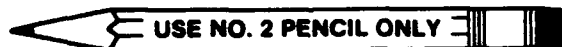
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**DIRECTIONS:** Your responses will be read by an optical mark reader. It is important that you follow a few simple rules.

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- Make heavy black marks that fill the oval.
- Erase cleanly any answer you wish to change.
- Make no stray markings of any kind.

**EXAMPLE:** Will marks made with pen or felt-tip pen be properly read?

- ☐ Yes  
☒ No



### ORGANIZATION ITEMS

Instructions for the use of these items are included on a separate sheet. OMIT UNLESS INSTRUCTED TO DO OTHERWISE.

1. A B C D E F
2. A B C D E F
3. A B C D E F
4. A B C D E F
5. A B C D E F

6. A B C D E F
7. A B C D E F
8. A B C D E F
9. A B C D E F
10. A B C D E F



DO NOT WRITE IN THIS AREA



## SECTION I

The following information is needed to help us with the statistical analysis of the data. While in rare instances it might be possible to identify individuals on the basis of their responses, in no case will this be done and in no case will this information be available to anyone at your installation. It is very important for our Army-wide analysis that you respond candidly and do not omit any applicable answers.

Please mark the most appropriate response for each of the items.

### A. Pay System: (Mark one)

Appropriated Fund

- ☐ General Schedule (GS) and similar (CZ, ES, GM, ST)  
☐ Wage Supervisor (WS) and similar (WJ, WM, WN, WP, WZ)

Nonappropriated Fund Only

- ☐ Universal Annual (UA)  
☐ Prevailing Rate (NS, AS, PS)

Military Only

- ☐ Enlisted  
☐ Officer

### B. Civilian Grade: (If applicable)

- ☐ 1 or 2      ☐ 11 or 12  
☐ 3 or 4      ☐ 13 or 14  
☐ 5 or 6      ☐ Above 14  
☐ 7 or 8      ☐ Other  
☐ 9 or 10

### C. Sex: ☐ Male      ☐ Female

### D. Age:

- ☐ Under 21      ☐ 51 thru 55  
☐ 21 thru 30      ☐ 56 thru 60  
☐ 31 thru 40      ☐ Over 60  
☐ 41 thru 50

### E. What is your race or national origin?

- ☐ Black, not of Hispanic origin  
☐ Hispanic  
☐ American Indian or Alaskan native  
☐ Asian or Pacific Islander  
☐ White, not of Hispanic origin

### F. Education Completed: (Mark one)

- ☐ Less than High School Graduate  
☐ High School Graduate or Equivalent  
☐ Some College or Technical Training  
☐ Associate Degree or Equivalent  
☐ Bachelor's Degree or Equivalent  
☐ Advanced Degree

### G. What level of supervisor are you?

- ☐ First line supervisor (Supervise no other supervisors  
Do not consider leaders as supervisors )  
☐ Second level supervisor (Supervise one or more  
first line supervisors )  
☐ Above second level (Supervise one or more second  
level supervisors )

### H. Your Immediate Supervisor is:

- ☐ Military      ☐ Civilian

### I. Time supervised Army civilians:

- ☐ Less than 1 year      ☐ 6 thru 10 years  
☐ 1 thru 2 years      ☐ More than 10 years  
☐ 3 thru 5 years

### J. Training courses completed: (Mark all that apply)

- ☐ Basic Civilian Supervisory Course  
☐ Middle Management Workshop  
☐ Personnel Management for Executives

### K. Length of Federal Civilian Service:

- ☐ Less than 1 year      ☐ 16 thru 20 years  
☐ 1 thru 5 years      ☐ 21 thru 25 years  
☐ 6 thru 10 years      ☐ 26 thru 30 years  
☐ 11 thru 15 years      ☐ More than 30 years

### L. Have you had at least one break in service (3 months or more) since becoming a Federal employee?

- ☐ Yes      ☐ No

### M. How long has it been since your last promotion?

- ☐ Less than 1 year      ☐ 5 thru 6 years  
☐ 1 thru 2 years      ☐ 7 thru 10 years  
☐ 3 thru 4 years      ☐ More than 10 years

### N. The employees you supervise are:

- ☐ Appropriated Fund (AF) Only  
☐ Nonappropriated Fund (NAF) Only  
☐ Both AF and NAF

## SECTION II

Items 1 through 62 are statements about your work and your organization. Please read each item carefully. Then, using the scale below, indicate how strongly you agree or disagree with it by marking the appropriate category:

☐ 1 Strongly Disagree  
☐ 2 Disagree  
☐ 3 Neither Agree Nor Disagree  
☐ 4 Agree  
☐ 5 Strongly Agree

**EXAMPLE:**

Civilians are a significant part of the total Army ..... ☒ 4 ☐ 3 ☐ 2 ☐ 1

☐ 1 Strongly Disagree  
☐ 2 Disagree  
☐ 3 Neither Agree Nor Disagree  
☐ 4 Agree  
☐ 5 Strongly Agree

1. The abilities of my subordinates are well utilized on their jobs ..... ☐ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1

2. I have enough backing and authority to carry out my supervisory duties ..... ☐ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1

3. The performance appraisal system is helpful in improving employee performance ... ☐ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1

① Strongly Disagree  
② Disagree  
③ Neither Agree Nor Disagree  
④ Agree  
⑤ Strongly Agree

4. There is so much "red tape" involved in being a supervisor that it is difficult to get the work done ..... ① ④ ③ ② ①
5. The Merit Promotion Program causes more trouble than it is worth ..... ① ④ ③ ② ①
6. I am generally satisfied with the quality of people referred to me for vacant positions ..... ① ④ ③ ② ①
7. I could easily supervise more people than I do now ..... ① ④ ③ ② ①
8. I understand how the grades of my subordinates' jobs are set ..... ① ④ ③ ② ①
9. My job makes good use of my abilities ..... ① ④ ③ ② ①
10. Employees at this installation have an equal chance to compete for promotions ..... ① ④ ③ ② ①
11. The information I get through official channels is usually late ..... ① ④ ③ ② ①
12. Most of my subordinates like working here ..... ① ④ ③ ② ①
13. At this installation, the Suggestion Program is a good tool for improving efficiency ..... ① ④ ③ ② ①
14. The Army's Incentive Awards Program is a good way to motivate employee performance ..... ① ④ ③ ② ①
15. There are not enough people in my work unit to get the job done effectively ..... ① ④ ③ ② ①
16. The training received by my subordinates has usually resulted in improved job performance ..... ① ④ ③ ② ①
17. I find my work challenging ..... ① ④ ③ ② ①
18. My employees have good ideas about improving work methods and procedures ..... ① ④ ③ ② ①
19. The work I supervise is important to the mission of the Army ..... ① ④ ③ ② ①
20. It is easier to ignore infractions than to take necessary corrective action ..... ① ④ ③ ② ①
21. Top management is concerned about civilian employees ..... ① ④ ③ ② ①
22. I have had adequate training or preparation to be a supervisor ..... ① ④ ③ ② ①
23. Employees in this organization generally take sick leave only when needed ..... ① ④ ③ ② ①
24. I am able to get my subordinates job-related training when they need it ..... ① ④ ③ ② ①
25. Job placements and promotions are often handled unfairly at this installation ..... ① ④ ③ ② ①
26. The jobs of my subordinates are graded properly ..... ① ④ ③ ② ①
27. All in all, I am satisfied with my job ..... ① ④ ③ ② ①
28. It is often unclear who has the formal authority to make decisions in this organization ..... ① ④ ③ ② ①

① Strongly Disagree  
② Disagree  
③ Neither Agree Nor Disagree  
④ Agree  
⑤ Strongly Agree

29. I feel free to go to my supervisor with questions or problems about my work ..... ① ④ ③ ② ①
30. For the most part, I am satisfied with my chances for promotion ..... ① ④ ③ ② ①
31. My workload allows me time to adequately guide and assist my subordinates ..... ① ④ ③ ② ①
32. At this installation, there is a good working relationship between civilian and military personnel ..... ① ④ ③ ② ①
33. My work unit gets adequate support from top management ..... ① ④ ③ ② ①
34. My subordinates are performing the major duties described in their job descriptions ..... ① ④ ③ ② ①
35. When promotions are made at this installation, the best qualified people are usually selected ..... ① ④ ③ ② ①
36. The information I get through official channels is generally accurate ..... ① ④ ③ ② ①
37. The organizational structure of my work unit is appropriate considering its missions ..... ① ④ ③ ② ①
38. Top management actively supports the Equal Employment Opportunity Program ..... ① ④ ③ ② ①
39. There are people in my work unit whose job performance is being hurt by the use of alcohol or drugs ..... ① ④ ③ ② ①
40. In my work unit, some people are doing too much work above their official grade levels ..... ① ④ ③ ② ①
41. In my work unit, some people are doing too much work below their official grade levels ..... ① ④ ③ ② ①
42. On the whole, the Merit Promotion Program helps me hire the best qualified people ..... ① ④ ③ ② ①
43. The information I receive on the status of personnel programs from the Civilian Personnel Office is helpful ..... ① ④ ③ ② ①
44. The Civilian Personnel Office has a good understanding of my work unit's operations and missions ..... ① ④ ③ ② ①
45. I plan to remain with the Army until I retire ..... ① ④ ③ ② ①
46. The Civilian Personnel Office refers candidates for vacancies promptly ..... ① ④ ③ ② ①
47. All in all, my organization is well run ..... ① ④ ③ ② ①
48. My superiors have a good understanding of my work unit's capabilities and limitations ..... ① ④ ③ ② ①
49. At this installation, an employee's age will not affect his or her chances for promotion ..... ① ④ ③ ② ①
50. At this installation, women get preferential treatment over men for promotions ..... ① ④ ③ ② ①
51. At this installation, men get preferential treatment over women for promotions ..... ① ④ ③ ② ①

- ① Strongly Disagree  
② Disagree  
③ Neither Agree Nor Disagree  
④ Agree  
⑤ Strongly Agree

52. At this installation, minority employees get preferential treatment over non-minority employees for promotion ..... ⑤ ④ ③ ② ①
53. At this installation, nonminority employees get preferential treatment over minority employees for promotion ..... ⑤ ④ ③ ② ①
54. My supervisor keeps me informed about matters affecting my job and me ..... ⑤ ④ ③ ② ①
55. This organization suffers from too many reorganizations ..... ⑤ ④ ③ ② ①
56. The Civilian Personnel Office treats people courteously ..... ⑤ ④ ③ ② ①
57. I often feel trapped between employees and higher management ..... ⑤ ④ ③ ② ①
58. When candidates are referred to my work unit, they are usually well qualified ..... ⑤ ④ ③ ② ①
59. Most of the people who work for me are satisfied with their jobs ..... ⑤ ④ ③ ② ①
60. I get enough information to do my job properly ..... ⑤ ④ ③ ② ①
61. My hands are tied when I try to discipline employees who need it ..... ⑤ ④ ③ ② ①
62. The Civilian Personnel Office keeps supervisors informed about important changes in personnel rules and regulations ..... ⑤ ④ ③ ② ①

63. Is all or part of the unit you supervise represented by a labor union?

- ☐ Yes  
☐ No  
☐ Don't know

} Skip to item 64

If yes, please answer items a through f. Otherwise skip to item 64.

- ① Strongly Disagree  
② Disagree  
③ Neither Agree Nor Disagree  
④ Agree  
⑤ Strongly Agree

- a. Management and the union work cooperatively on mutual problems ..... ⑤ ④ ③ ② ①
- b. I need to know more about personnel policies related to unions ..... ⑤ ④ ③ ② ①
- c. Supervisors' views are considered when top management negotiates with the union ..... ⑤ ④ ③ ② ①
- d. I have a good working relationship with union representatives ..... ⑤ ④ ③ ② ①
- e. I need more training in union relations ..... ⑤ ④ ③ ② ①
- f. The Civilian Personnel Office provides good advice to supervisors about dealing with unions ..... ⑤ ④ ③ ② ①

64. Listed below are some personnel management responsibilities of supervisors. How much authority do you have to carry out these responsibilities properly? Mark the best response for each.

- ① Not Part of My Job  
② None  
③ Some, But Not Enough  
④ All I Need

- a. Assigning work to subordinates ..... ④ ③ ② ①
- b. Changing job descriptions ..... ④ ③ ② ①
- c. Selecting or recommending selection of employees ..... ④ ③ ② ①
- d. Setting standards for adequate work performance ..... ④ ③ ② ①
- e. Evaluating work performance ..... ④ ③ ② ①
- f. Nominating employees for performance awards ..... ④ ③ ② ①
- g. Arranging for needed training ..... ④ ③ ② ①
- h. Controlling employee absences ..... ④ ③ ② ①
- i. Approving leave requests ..... ④ ③ ② ①
- j. Taking disciplinary action when needed ..... ④ ③ ② ①
- k. Taking action to improve substandard performance ..... ④ ③ ② ①
- l. Changing the organizational structure of my work unit ..... ④ ③ ② ①
- m. Getting needed supplies and equipment ..... ④ ③ ② ①

65. Please rate the service provided by your Civilian Personnel Office in each of the following:

- ① Don't Know  
② Very Poor  
③ Poor  
④ Borderline  
⑤ Good  
⑥ Very Good

- a. Filling jobs ..... ⑥ ⑤ ④ ③ ② ①
- b. Arranging training ..... ⑥ ⑤ ④ ③ ② ①
- c. Grading jobs ..... ⑥ ⑤ ④ ③ ② ①
- d. Advising on reorganizations ..... ⑥ ⑤ ④ ③ ② ①
- e. Handling reduction-in-force ..... ⑥ ⑤ ④ ③ ② ①
- f. Assisting in planning for future staffing needs ..... ⑥ ⑤ ④ ③ ② ①
- g. Counseling employees ..... ⑥ ⑤ ④ ③ ② ①
- h. Advising on disciplinary matters ..... ④ ③ ② ①
- i. Administering the Performance Awards Program ..... ⑥ ⑤ ④ ③ ② ①

# 1988 SUPPLEMENTAL QUESTIONNAIRE

**DIRECTIONS:** The following questions concern the administration of the civilian personnel program.

- Continue marking as previously instructed using the scales indicated.
- Return this sheet together with the previous questionnaire in the envelope provided.

**TO BE COMPLETED BY ALL EMPLOYEES.** Please carefully complete each item by marking your answer using the indicated scale.

**1. When was the last time you received a written performance appraisal on your current job?**

- Have not been in the job long enough to be rated yet ..... ☐
- More than 18 months ago ..... ☐
- 13-18 months ago ..... ☐
- Within the last 12 months ..... ☐
- Never ..... ☐

**2. Indicate your overall degree of satisfaction with each of the following:**

- ① Very Unsatisfactory
- ② Unsatisfactory
- ③ Borderline
- ④ Satisfactory
- ⑤ Very Satisfactory
- ⑥ Does Not Apply

- a. Health insurance ..... ⑥ ⑤ ④ ③ ② ①
- b. Life insurance ..... ⑥ ⑤ ④ ③ ② ①
- c. Retirement plan ..... ⑥ ⑤ ④ ③ ② ①
- d. Annual leave ..... ⑥ ⑤ ④ ③ ② ①
- e. Sick leave ..... ⑥ ⑤ ④ ③ ② ①
- f. Pay ..... ⑥ ⑤ ④ ③ ② ①

**3. Indicate the degree to which each of the following is important to you:**

- ① Not Important at All
- ② Not Very Important
- ③ Neither or Borderline
- ④ Somewhat Important
- ⑤ Very Important

- a. Health insurance ..... ⑥ ⑤ ④ ③ ② ①
- b. Life insurance ..... ⑥ ⑤ ④ ③ ② ①
- c. Retirement plan ..... ⑥ ⑤ ④ ③ ② ①
- d. Annual leave ..... ⑥ ⑤ ④ ③ ② ①
- e. Sick leave ..... ⑥ ⑤ ④ ③ ② ①
- f. Pay ..... ⑥ ⑤ ④ ③ ② ①

**4. Mark the phrase which best describes the people you work with on a daily basis.**

- All military ..... ☐
- Primarily military ..... ☐
- About half military and half civilian ..... ☐
- Primarily civilian ..... ☐
- All civilian ..... ☐

- ① Strongly Disagree
- ② Disagree
- ③ Neither Agree nor Disagree
- ④ Agree
- ⑤ Strongly Agree

**5. I would probably leave my current position if offered a:**

- a. Position in another type of work at the same grade or pay ..... ⑥ ⑤ ④ ③ ② ①
- b. Position in another federal agency in the same type of work and at the same grade ..... ⑥ ⑤ ④ ③ ② ①
- c. Position in Army or another agency with more growth potential in the same type of work and at the same grade ..... ⑥ ⑤ ④ ③ ② ①
- d. Position outside of government in the same type of work and at the same pay ..... ⑥ ⑤ ④ ③ ② ①
- e. Position outside of government in the same type of work and at a higher pay ..... ⑥ ⑤ ④ ③ ② ①

6. I understand how the performance appraisal system works ..... ⑥ ⑤ ④ ③ ② ①
7. I helped develop my performance standards ..... ⑥ ⑤ ④ ③ ② ①
8. My supervisor helps me get the experience and training I need ..... ⑥ ⑤ ④ ③ ② ①
9. My supervisor and I discuss my training and development needs at least once yearly ..... ⑥ ⑤ ④ ③ ② ①
10. I have a written individual development plan (IDP) ..... ⑥ ⑤ ④ ③ ② ①
11. During the last year, I got the training indicated on my IDP ..... ⑥ ⑤ ④ ③ ② ①
12. I understand what my organization's mission is ..... ⑥ ⑤ ④ ③ ② ①
13. The work I do supports the mission of my organization ..... ⑥ ⑤ ④ ③ ② ①
14. My performance standards helped me understand what is expected of me on my job ..... ⑥ ⑤ ④ ③ ② ①
15. If I disagree with my performance standards, there is nothing I can do ..... ⑥ ⑤ ④ ③ ② ①
16. In my current position, my career would be damaged if I tried something new and failed ..... ⑥ ⑤ ④ ③ ② ①
17. My job assignments and training have prepared me for further advancement ..... ⑥ ⑤ ④ ③ ② ①
18. My supervisor has a strong interest in the welfare of his/her employees ..... ⑥ ⑤ ④ ③ ② ①
19. My supervisor is competent in handling the technical parts of his/her job ..... ⑥ ⑤ ④ ③ ② ①
20. My supervisor is competent in handling the people-skills parts of his/her job ..... ⑥ ⑤ ④ ③ ② ①
21. My supervisor makes decisions which I could or should make ..... ⑥ ⑤ ④ ③ ② ①
22. All things considered, I would rather not be a supervisor ..... ⑥ ⑤ ④ ③ ② ①
23. If I perform my job especially well, I will receive an award ..... ⑥ ⑤ ④ ③ ② ①
24. Receiving a medal is at least as important to me as receiving a cash award ..... ⑥ ⑤ ④ ③ ② ①
25. Exercise and physical fitness are important to effective job performance ..... ⑥ ⑤ ④ ③ ② ①
26. I would recommend that others pursue a career with the Federal government ..... ⑥ ⑤ ④ ③ ② ①
27. I would recommend that others pursue a career with the Army ..... ⑥ ⑤ ④ ③ ② ①



DO NOT WRITE IN THIS SHADED AREA

- ① Strongly Disagree  
② Disagree  
③ Neither Agree nor Disagree  
④ Agree  
⑤ Strongly Agree

**ITEMS 28 THRU 37 ARE ABOUT THE ORGANIZATION IN WHICH YOU WORK.**

28. I would recommend that others pursue a career with this organization ..... ⑤ ④ ③ ② ①
29. Management is competent ..... ⑤ ④ ③ ② ①
30. Work groups cooperate with each other ..... ⑤ ④ ③ ② ①
31. Management treats employees with respect and consideration ..... ⑤ ④ ③ ② ①
32. Management makes timely decisions ..... ⑤ ④ ③ ② ①
33. There is a sense of team spirit, of family ..... ⑤ ④ ③ ② ①
34. Management rewards employees who show initiative and innovation ..... ⑤ ④ ③ ② ①
35. Management listens to employees at my level ..... ⑤ ④ ③ ② ①
36. Management keeps employees informed ..... ⑤ ④ ③ ② ①
37. Civilians are made to feel that they are an important part of the Army team ..... ⑤ ④ ③ ② ①

**TO BE COMPLETED BY SUPERVISORS ONLY.** If you are not a supervisor, please go to question 54.

38. I consider organizational goals and objectives when developing performance standards for my employees ..... ⑤ ④ ③ ② ①
39. My employees participate in developing performance standards for their jobs ..... ⑤ ④ ③ ② ①
40. I discuss performance standards with my employees at the beginning of their rating periods ..... ⑤ ④ ③ ② ①
41. I counsel employees immediately when they perform poorly ..... ⑤ ④ ③ ② ①
42. There is not enough time to carry out my performance management responsibilities ..... ⑤ ④ ③ ② ①
43. I try to get the jobs of my subordinates graded as high as possible ..... ⑤ ④ ③ ② ①
44. I try to get the jobs of my subordinates graded in line with comparable jobs at this or other installations ..... ⑤ ④ ③ ② ①
45. I try to make sure my subordinates' job descriptions contain the key phrases needed to get the highest grade possible ..... ⑤ ④ ③ ② ①
46. I try to get the jobs of my subordinates graded in conformance with classification standards ..... ⑤ ④ ③ ② ①
47. I make sure my subordinates' job descriptions reflect current work assignments ..... ⑤ ④ ③ ② ①
48. Job descriptions are the responsibility of the personnel office ..... ⑤ ④ ③ ② ①
49. The paperwork and approval process make it too difficult to get official recognition for an employee ..... ⑤ ④ ③ ② ①

**50. How many Army civilians do you supervise directly (i.e., supervise as a first-line supervisor)?**

- ☐ None ☐ 8 thru 10 ☐ 21 thru 25  
☐ 1 or 2 ☐ 11 thru 15 ☐ 26 or more  
☐ 3 thru 7 ☐ 16 thru 20

**51. How many active duty Army military members do you supervise directly (i.e., supervise as a first-line supervisor)?**

- ☐ None ☐ 8 thru 10 ☐ 21 thru 25  
☐ 1 or 2 ☐ 11 thru 15 ☐ 26 or more  
☐ 3 thru 7 ☐ 16 thru 20

**52. Are you an active duty Army military member?**

- ☐ Yes — Continue with Item 53  
☐ No — Skip to Item 54

**53. What is your rank?**

- ☐ 01, 02, 03 ☐ E-4, E-5, E-6  
☐ 04, 05, 06 ☐ E-7, E-8, E-9  
☐ W01, W02, W03, W04

**FAMILY MEMBER EMPLOYMENT PROGRAM TO BE COMPLETED BY ALL EMPLOYEES.**

**54. Are you married?**

- ☐ Yes ☐ No

**55. Have you had a permanent change of station (PCS) move within the last 24 months?**

- ☐ NO  
☐ YES, moved within CONUS  
☐ YES, moved from OCONUS to CONUS  
☐ YES, moved from CONUS to OCONUS  
☐ YES, moved within OCONUS

If you are married, please answer questions 56 and 57. If you are not married, skip to the bottom of the page.

**56. Mark the phrase which describes your spouse's current employment status.**

- ☐ Works for Army as a civilian employee  
☐ Works for another Federal agency as a civilian employee  
☐ Is an active duty Army military member  
☐ Is an active duty member of the Armed Forces (i.e., Navy, Air Force, Marine Corps, or Coast Guard)  
☐ Works for another organization (e.g., private industry)  
☐ Is not employed but seeking work  
☐ Is not employed outside the home and not seeking outside work

**57. If you had a PCS move within the past 24 months, were you or your spouse provided family employment assistance information?**

- ☐ Not applicable  
☐ NO, did not seek information  
☐ NO, requested but did not receive information  
☐ YES, received information before departure from my last duty location  
☐ YES, received information about my current duty location after I arrived at this location  
☐ Do not know or remember

**THANK YOU FOR YOUR COOPERATION.**

## Appendix B Results of Factor Analyses

**Table E-A**

**Rotated Factor Loadings of Items Involving Employee/Management Relationships, Leadership; Evaluation of Unit Performance, and Management Care and Concern for Employees (Employee Questionnaire)**

Item No.	Abbreviated Item Content	Factor**		
		A-I	A-II	A-III
SQ8	Supervisor helps get me trng and exp. I need	57	31	46
SQ9	Supv & I discuss trng/dev needs once year	49	25	54
SQ10	I have a written IDP	15	18	71
SQ11	Got training indicated on IDP over last year	18	24	70
SQ18	Supv interest in employee welfare	76	32	24
SQ19	Supv is technically competent	70	27	15
SQ20	Supv competent in people skills	77	31	18
SQ21	Supv makes decisions I (sh)could make*	22	13	05
SQ29	Management is competent	32	75	13
SQ31	Mgmt treats empl w/respect	32	78	16
SQ32	Management makes timely decisions	24	75	15
SQ35	Mgmt listens to empl at my level	32	73	18
SQ36	Management keeps employees informed	29	74	21
E16	Informed about changes that affect me	38	44	22
E29	My unit is efficiently organized	44	45	17
E36	My work group is well run	55	43	14
E40	Supv outlined my goals/priorities	66	32	22
E41	Supv hard to talk to*	69	22	13
E42	Supv would take necessary correc action	53	28	13
E43	Supv lets me know how I am doing	67	28	24
E44	Supv encourages ideas/suggestions	73	27	19
E47	I have a good supervisor	86	25	12
E48	Supv gives me support I need	84	28	15
E56	Mgmt concerned with civilian empl	20	63	19
E63	Can get help for drug/alco prob here	12	21	06

\* Item was reflected

\*\* Decimal points omitted

Table E-8

Rotated Factor Loadings of Items Involving Performance Appraisal, Promotions, Grievances, and Discrimination (Employee Questionnaire)

Item No.	Abbreviated Item Content	Factor**			
		B-I	B-II	B-III	B-IV
SQ1	Last written perf appraisal recd	-04	-01	-05	10
SQ6	Understand how perf appraisal system works	15	19	06	35
SQ7	Helped devel my performance standards	16	21	04	37
SQ14	Perf std help me understand expectations	24	21	12	60
SQ23	I rcve an award if perf especially well	22	73	15	19
SQ24	Medal as important as cash award	07	-01	06	08
SQ34	Mgmt rewards innovative empl	37	66	19	18
E6	Perf appraisal helpful to me	23	42	15	41
E11	I am satisfied with chances for promotions	30	23	57	12
E15	Recognized when I do good job	23	62	18	28
E19	I understand what is expected of me	16	12	10	50
E35	Awards encourage good work	13	05	03	19
E50	Fair consideration of grievances	69	14	03	17
E51	Filing grievance held against me*	51	23	07	15
E53	Can get info on jobs/prom opportunities	42	13	23	21
E54	Equal chances to compete for promo	62	24	43	10
E55	Best qual selected for promotions	60	32	35	08
E58	Top management supports EEO	60	20	08	13
E62	Fair consideration to discr complaint	74	20	07	14
E65	Awards go to deserving people	45	57	18	12
E67	Age will not affect prom chances	47	14	20	15
E68	Women get pref treatment in prom*	08	04	07	09
E69	Men get pref treatment in prom*	20	04	11	03
E70	Minorities get pref treatment in prom*	09	04	11	07
E71	Non-minorities pref treatment in prom*	18	06	-01	03
E73	Mgmt intrsd in oppt. for fem/minorities	46	17	16	08
E75	Promotion system is unfair*	42	22	50	08
E76	Lack of higher level vacancies*	01	05	23	01
E77	I need additional training/experience	00	01	03	21
E79A	Fairness re: Promotions	33	29	57	07
E79B	Fairness re: Training	24	32	31	22
E79C	Fairness re: Awards	18	68	19	13
E79D	Fairness re: Discipline	21	22	12	17
E79E	Fairness re: Grievances/Appeals	43	21	13	15

(Continued)

\* Item was reflected

\*\* Decimal points omitted

Table E-B (Continued)

Rotated Factor Loadings of Items Involving Performance Appraisal, Promotions, Grievances, and Discrimination (Employee Questionnaire)

Item No.	Abbreviated Item Content	Factor**			
		B-V	B-VI	B-VII	B-VIII
SQ1	Last written perf appraisal recvd	03	00	01	00
SQ6	Understand how perf appraisal system works	10	02	02	02
SQ7	Helped devel my performance standards	01	02	-02	04
SQ14	Perf std help me understand expectations	-01	-05	02	01
SQ23	I rcve an award if perf especially well	09	00	00	03
SQ24	Medal as important as cash award	-09	-07	03	00
SQ34	Mgmt rewards innovative empl	10	00	00	02
E6	Perf appraisal helpful to me	11	00	03	-01
E11	I am satisfied with chances for promotions	05	04	-02	-01
E15	Recognized when I do good job	15	01	01	03
E19	I understand what is expected of me	05	00	00	06
E35	Awards encourage good work	-01	03	09	-04
E50	Fair consideration of grievances	14	-04	03	01
E51	Filing grievance held against me*	11	-06	07	12
E53	Can get info on jobs/prom opportunities	10	-01	02	-02
E54	Equal chances to compete for promo	01	00	03	-02
E55	Best qual selected for promotions	01	00	08	00
E58	Top management supports EEO	15	16	-02	09
E62	Fair consideration to discr complaint	16	04	02	04
E65	Awards go to deserving people	06	00	04	03
E67	Age will not affect prom chances	04	00	07	15
E68	Women get pref treatment in prom*	05	-04	77	-16
E69	Men get pref treatment in prom*	01	12	-22	72
E70	Minorities get pref treatment in prom*	-03	-68	41	27
E71	Non-minorities pref treatment in prom*	06	76	13	26
E73	Mgmt intrsd in oppt. for fem/minorities	09	25	-27	19
E75	Promotion system is unfair*	12	06	11	07
E76	Lack of higher level vacancies*	03	-09	01	07
E77	I need additional training/experience	07	-05	02	18
E79A	Fairness re: Promotions	37	12	07	-01
E79B	Fairness re: Training	41	03	05	06
E79C	Fairness re: Awards	37	06	05	05
E79D	Fairness re: Discipline	61	03	03	06
E79E	Fairness re: Grievances/Appeals	66	03	02	01

\* Item was reflected

\*\* Decimal points omitted



Table E-C

Rotated Factor Loadings of Items Involving Retention/Career Plans; Job Satisfaction; Job Importance; Skill Utilization (Employee Questionnaire)

Item. No.	Abbreviated Item Content	Factor**					
		C-I	C-II	C-III	C-IV	C-V	C-VI
E66	I plan to remain with Army till retire	11	28	13	24	13	-08
E3	I have good job security	08	20	-02	15	06	-16
E17	Freq think about quitting my job*	18	45	02	28	06	-25
E24	Pleased with/ career prog in Army	13	50	-01	27	09	-06
E57	Do not feel loyalty to my organization*	14	34	02	24	09	-17
SQ5A	Leave current job for other work	-09	-31	04	-05	00	65
SQ5B	Leave current job for other agency	-09	-11	-01	-07	-02	82
SQ5C	Leave current job for more growth pot	-10	-17	02	-04	-01	52
SQ5D	Leave current job for outside govt	-08	-11	-05	-12	-02	46
SQ5E	Leave job for outside gov at more pay	-13	-14	-05	-15	-07	16
SQ26	Recommd a career w/Federal Government	17	22	06	77	02	-06
SQ27	Recommd a career w/ the Army	12	18	04	69	02	-04
SQ28	Recommd a career in this organization	22	36	01	57	04	-20
E2	All in all, I am satisfied with job	22	67	02	18	03	-21
E78A	Satisfaction re: eating facilities	50	09	01	10	05	-01
E78B	Satisfaction re: parking facilities	40	06	01	00	10	00
E78C	Satisfaction re: transportation	27	08	04	08	07	00
E78D	Satisfaction re: supplies	37	11	00	08	05	-07
E78E	Satisfaction re: tools/equipment	39	09	01	08	06	-08
E78F	Satisfaction re: restrooms	62	08	-01	04	05	-03
E78G	Satisfaction re: ventilation	64	08	-03	09	02	-04
E78H	Satisfaction re: air conditioning	48	05	00	05	03	-06
E78I	Satisfaction re: heating	55	07	00	02	03	-05
E78J	Satisfaction re: lighting	57	06	00	02	02	-06
E78K	Satisfaction re: size of wrk area	57	03	02	04	04	-04
E78L	Satisfaction re: sanitation	71	08	00	06	-01	-08
E78M	Satisfaction re: health services	52	10	-01	06	04	-07
E78N	Satisfaction re: wrk conditions	79	15	01	10	05	-13
SQ2A	Satisfaction with health insurance	14	04	02	13	14	-02
SQ2B	Satisfaction with life insurance	09	02	04	04	32	-02
SQ2C	Satisfaction w/ retirement plan	15	05	04	12	42	01
SQ2D	Satisfaction w/ annual leave	11	06	04	-02	86	-03
SQ2E	Satisfaction with sick leave	14	08	01	02	84	-03
SQ2F	Satisfaction with pay	24	20	01	26	34	08
SQ3A	Importance of health insurance	00	02	40	04	15	01
SQ3B	Important of life insurance	07	06	46	16	07	02
SQ3C	Importance of retirement plan	02	06	53	03	09	05
SQ3D	Importance of annual leave	-01	04	80	01	-07	-02
SQ3E	Important of sick leave	03	05	81	02	-03	-01
SQ3F	Importance of pay	-03	00	53	-04	00	-01
E8	I do a lot of unnecessary work*	22	27	03	17	01	-19
E23	The work I do is important	06	45	12	06	02	01
E52	Org makes important contribution	08	23	08	08	06	-01
SQ13	Work I do supports my org mission	03	21	06	04	03	-02
E1	Job makes good use of my abilities	15	69	03	06	03	-12
E20	I find my work challenging	11	76	02	07	05	-08
E5	I am able to get the trng I need	17	22	-01	11	03	-12
E14	Have skills I need to do job well	06	-02	-01	00	-01	-03
E18	Trng recvd is helpful in doing work	12	30	07	17	07	-05
E22	I am often bored with my job*	12	66	03	09	03	-12
E28	Often too little wrk to keep busy*	-02	35	09	-04	00	-02
SQ22	I would rather not be a supervisor*	03	-04	-04	09	-02	-02

(Continued)

\* Item was reflected.  
\*\* Decimal points omitted.

Table E-C (Continued)

Rotated Factor Loadings of Items Involving Retention/Career Plans; Job Satisfaction; Job Importance; Skill Utilization (Employee Questionnaire)

Item. No.	Abbreviated Item Content	Factor**					
		C-VII	C-VIII	C-IX	C-X	C-XI	C-XII
E66	I plan to remain with Army till retire	-07	11	-28	01	07	-05
E3	I have good job security	09	-02	-04	13	22	12
E17	Freq think about quitting my job*	-01	00	-18	02	17	-02
E24	Pleased with/ career prog in Army	07	-12	-09	02	23	04
E57	Do not feel loyalty to my organization*	-01	25	-06	06	14	00
SQ5A	Leave current job for other work	02	-10	01	-03	-05	-06
SQ5B	Leave current job for other agency	-03	-10	06	-04	-07	00
SQ5C	Leave current job for more growth pot	-02	11	17	-04	-08	-01
SQ5D	Leave current job for outside govt	-01	-11	53	-04	-04	-04
SQ5E	Leave job for outside gov at more pay	-02	05	78	-02	-05	-01
SQ26	Recommd a career w/Federal Government	12	16	-13	04	06	03
SQ27	Recommd a career w/ the Army	07	17	-09	05	05	04
SQ28	Recommd a career in this organization	06	11	-04	09	20	02
E2	All in all, I am satisfied with job	05	01	-04	01	24	-01
E78A	Satisfaction re: eating facilities	05	00	-03	04	02	-06
E78B	Satisfaction re: parking facilities	02	-01	-07	04	02	-02
E78C	Satisfaction re: transportation	07	-02	-03	09	06	-02
E78D	Satisfaction re: supplies	01	01	-03	72	12	02
E78E	Satisfaction re: tools/equipment	01	03	-02	70	16	03
E78F	Satisfaction re: restrooms	01	05	01	07	01	07
E78G	Satisfaction re: ventilation	03	07	03	02	01	32
E78H	Satisfaction re: air conditioning	-02	04	00	03	00	64
E78I	Satisfaction re: heating	02	05	-03	02	01	59
E78J	Satisfaction re: lighting	05	07	-01	06	07	30
E78K	Satisfaction re: size of wrk area	09	-01	-06	01	08	05
E78L	Satisfaction re: sanitation	00	09	00	04	06	-01
E78M	Satisfaction re: health services	02	06	-03	08	06	-01
E78N	Satisfaction re: wrk conditions	04	07	-02	10	09	10
SQ2A	Satisfaction with health insurance	59	05	-02	00	05	00
SQ2B	Satisfaction with life insurance	56	05	01	01	02	00
SQ2C	Satisfaction w/ retirement plan	38	-02	-04	04	06	04
SQ2D	Satisfaction w/ annual leave	10	04	-04	04	02	01
SQ2E	Satisfaction with sick leave	11	04	-02	04	01	02
SQ2F	Satisfaction with pay	27	-17	-11	-01	11	-04
SQ3A	Importance of health insurance	42	-06	-02	-01	-03	00
SQ3B	Importance of life insurance	-30	04	-05	-01	-03	-02
SQ3C	Importance of retirement plan	-20	04	-10	01	00	-01
SQ3D	Importance of annual leave	19	-01	01	00	04	-01
SQ3E	Importance of sick leave	13	-03	00	00	04	-03
SQ3F	Importance of pay	03	07	02	01	-02	04
E8	I do a lot of unnecessary work*	03	05	-06	06	18	06
E23	The work I do is important	00	46	-06	-01	00	-01
E52	Org makes important contribution	05	52	-03	03	10	-01
SQ13	Work I do supports my org mission	05	55	-05	00	11	02
E1	Job makes good use of my abilities	04	05	-01	01	18	01
E20	I find my work challenging	-02	12	-01	04	00	02
E5	I am able to get the trng I need	03	02	-03	12	61	02
E14	Have skills I need to do job well	06	21	-03	01	32	-02
E18	Trng recvd is helpful in doing work	02	07	-03	13	39	01
E22	I am often bored with my job*	00	14	-06	05	-06	05
E28	Often too little wrk to keep busy*	01	23	-03	05	-13	01
SQ22	I would rather not be a supervisor	-01	28	05	00	00	03

\* Item was reflected.

\*\* Decimal points omitted.

Table E-D

Rotated Factor Loadings of Items Involving Lack of Barriers to Effective Performance;  
Organizational Climate, Military/Civilian Relationships (Employee Questionnaire)

Item No.	Abbreviated Item Content	Factor**			
		D-I	D-II	D-III	D-IV
E4	Do not get info to do job properly*	25	46	15	-06
E9	Not enough freedom to do job efficiently	22	54	25	04
E10	Too much work to do a good job*	07	62	07	13
E13	Work suffers due to interruptions*	15	66	05	11
E21	Not enough training to do job well*	14	34	15	-03
E37	Lack of organization makes productivity suffer*	45	41	14	-10
SQ15	Can do nothing if disagree w/perf std*	25	18	53	-09
SQ16	Career damaged if try and fail something new*	10	18	55	-01
E33	There are unsafe conditions/practices*	33	23	16	-09
E39	People in unit work well together	58	14	07	-08
E61	My organization good place to work	55	25	21	05
SQ30	Work groups cooperate w/each other	72	18	08	00
SQ33	Sense of team spirit, family	80	17	15	-01
E64	Good relations btwn mil & civilians here	48	13	11	38
SQ4	Type of people daily work with	03	02	-05	28
SQ37	Civilians made to feel important	60	16	25	39

\* Item was reflected

\*\* Decimal points omitted

**Table E-E**

**Rotated Factor Loadings of Items Involving Evaluation of CPO Services,  
Selection Quality, and Practices (Employee Questionnaire)**

Item No.	Abbreviated Item Content	Factor**
		E-1
E59	CPO treats people courteously	73
E49	CPO informs empl on pers policy chgs	64
E72	Can get help or info from CPO	78
E38	New empl are usually well qualified	26

\*\* Decimal points omitted

Table E-F

Rotated Factor Loadings of Items Involving Understanding Job Parameters;  
Employee Performance (Employee Questionnaire)

Item No.	Abbreviated Item Content	Factor**	
		F-I	F-II
E12	I understand how my job grade set	09	43
SQ12	I understand my organizations mission	12	32
SQ17	Assignments & trng prep me for advancement	15	54
E30	Empl take sick leave only as needed	66	14
E32	People whose perf hurt by drugs/alco*	36	09
E31	New empl get engh trng to do job	36	43
E34	Those I work w/do a good job	44	24

\* Item was reflected

\*\* Decimal points omitted

**Table E-6**

**Rotated Factor Loadings of Items Involving Available Facilities (Employee Questionnaire)**

Item No.	Abbreviated Item Content	Factor**	
		0-I	0-II
E78A	Satisfaction re: eating facilities	46	15
E78F	Satisfaction re: restrooms	57	28
E78G	Satisfaction re: ventilation	48	55
E78H	Satisfaction re: air conditioning	21	79
E78I	Satisfaction re: heating	30	76
E78J	Satisfaction re: lighting	43	48
E78K	Satisfaction re: size of work area	50	27
E78L	Satisfaction re: sanitation	70	25
E78M	Satisfaction re: health services	52	18
E78N	Satisfaction re: work conditions	75	38

\*\* Decimal points omitted

Table E-H

Rotated Factor Loadings of Items Involving Retention/Career Plans; Job Satisfaction;  
Skill Utilization (Employee Questionnaire)

Item No.	Abbreviated Item Content	Factor**			
		H-I	H-II	H-III	H-IV
E66	I plan to remain with Army till retirement	20	15	28	15
E16	Informed about chgs that affect me	12	41	39	03
E3	I have good job security	15	13	32	02
SQ21	Supv makes decisions I (sh)could make*	04	34	02	03
E78C	Satisfaction re: transportation	19	12	16	02
E63	Can get help for drug/alco prob here	10	15	27	07
SQ2C	Satisfaction with retirement plan	50	02	14	01
SQ2F	Satisfaction with pay	71	16	03	00
E8	I do a lot of unnecessary work*	10	58	17	02
E14	Have skills I need to do job well	01	01	25	-01
E18	Trng recvd is helpful in doing work	17	26	42	05
E28	Often too little work to keep busy*	-02	06	08	71
SQ22	I would rather not be a supervisor*	-09	-02	12	04

\* Item was reflected.

\*\* Decimal points omitted.

Table E-I

Rotated Factor Loadings of Items Involving Retention/Career Plans; Job Satisfaction; Employee/Management Relationships; Evaluation of Unit Performance; Management Care and Concern for Employees (Employee Questionnaire)

Item No.	Abbreviated Item Content	Factor**							
		I-I	I-II	I-III	I-IV	I-V	I-VI	I-VII	I-VIII
E14	Have skills I need to do job well	06	05	-02	01	00	01	01	-03
E18	Trng recvd is helpful in doing work	25	11	23	15	09	07	14	-03
E22	I am often bored with my job*	19	12	62	08	02	03	09	-12
E28	Often too little work to keep busy	07	-02	34	01	01	11	-04	-02
SQ22	I would rather not be a supervisor	01	04	-04	04	-03	-03	07	-01
E16	Informed about chgs that affect me	48	18	14	29	04	01	06	-06
SQ10	I have a written IDP	29	03	13	11	02	-03	05	-02
SQ11	Got trng indicated on IDP over last yr	33	11	11	14	00	00	06	-05
SQ29	Management is competent	48	20	15	57	05	00	20	-09
SQ32	Mgmt makes timely decisions	40	20	13	60	04	03	14	-10
SQ36	Mgmt keeps employees informed	47	21	14	60	07	00	09	-06
SQ8	Supv helps get me trng & exp I need	68	10	12	12	05	01	05	-08
SQ9	Supv & I discuss trng/dev needs once r	60	09	11	11	05	00	05	-05
SQ19	Supv is technically competent	75	06	04	09	03	00	05	-06
SQ20	Supv competent in people skills	83	10	06	10	03	01	10	-07
SQ21	Supv makes decisions I (sh)could make*	26	03	07	05	03	02	00	-12
E40	Supv outlined my goals/priorities	72	13	13	10	01	04	06	-04
E41	Supv hard to talk to*	72	10	10	02	03	01	04	-09
E42	Supv would take necessary correc action	59	12	10	10	-02	02	05	-03
E43	Supv lets me know how I am doing	73	13	11	09	03	01	03	-03
E44	Supv encourages ideas/suggestions	79	10	10	08	04	00	02	-05
E47	I have a good supervisor	89	08	09	01	01	00	07	-07
E48	Supv gives me support I need	87	10	12	05	03	01	05	-08
SQ18	Supv interest in employee welfare	83	09	09	11	05	-01	08	-06
E29	My unit is efficiently organized	52	22	19	24	00	01	05	-10
E36	My work group is well run	-62	18	18	21	01	03	06	-10
E56	Mgmt concerned w/ civilian empl	32	22	18	46	07	00	22	-03
E63	Can get help for drug/alco prob here	13	16	11	10	08	06	09	-02
SQ31	Mgmt treats empl w/ respect	48	20	13	64	06	-02	12	-11
SQ35	Mgmt listens to empl at my level	48	20	18	57	06	-02	09	-09

(Continued)

\* Item was reflected

\*\* Decimal points omitted



Table F-1 (Continued)

Rotated Factor Loadings of Items Involving Retention/Career Plans; Job Satisfaction; Employee/Management Relationships; Evaluation of Unit Performance; Management Care and Concern for Employees  
(Employee Questionnaire)

Item No.	Abbreviated Item Content	Factor**							
		I-I	I-II	I-III	I-IV	I-V	I-VI	I-VII	I-VIII
E66	I plan to remain with Army till retirement	06	11	27	06	13	10	24	-08
E3	I have good job security	18	08	14	13	08	-01	13	-14
E17	Freq think about quitting my job*	32	14	38	16	06	01	24	-20
E24	Pleased w/ career prog in Army	23	11	44	17	11	00	26	-04
SQ5A	Leave current job for other work	-24	-10	-26	-08	00	03	-03	63
SQ5B	Leave current job for other agency	-23	-08	-05	-08	-02	-02	-05	80
SQ5C	Leave current job for more growth	-17	-09	-12	-05	-02	02	-02	51
SQ5D	Leave current job for outside govt	-14	-08	-07	-06	-02	-06	-10	44
SQ5E	Leave job for outside govt at more pay	-08	-12	-11	-05	-08	-04	-15	13
SQ26	Recmnd a career w/ Federal govt	18	15	15	13	05	07	77	-05
SQ27	Recmnd a career w/ the Army	14	12	13	14	04	04	67	-03
SQ28	Recmnd a career in this organization	35	18	23	34	05	01	50	-15
E2	All in all, I am satisfied with job	37	18	60	16	04	02	18	-17
E78A	Satisfaction re: eating facilities	08	49	06	06	07	01	10	00
E78B	Satisfaction re: parking facilities	01	39	06	02	10	01	01	-01
E78C	Satisfaction re: transportation	06	26	07	04	09	04	09	00
E78D	Satisfaction re: supplies	17	35	06	12	06	01	06	-05
E78E	Satisfaction re: tools/equipment	18	38	04	14	07	01	06	-06
E78F	Satisfaction re: restrooms	11	61	05	07	05	-01	02	-02
E78G	Satisfaction re: ventilation	11	65	05	08	02	-03	07	-03
E78H	Satisfaction re: air conditioning	08	50	02	07	02	00	03	-06
E78I	Satisfaction re: heating	09	58	04	05	03	00	01	-05
E78J	Satisfaction re: lighting	12	57	03	06	03	01	01	-04
E78K	Satisfaction re: size of work area	10	55	02	04	05	02	03	-04
E78L	Satisfaction re: sanitation	16	69	05	07	-01	00	03	-05
E78M	Satisfaction re: health services	15	52	05	07	04	-01	03	-05
E78N	Satisfaction re: work conditions	22	78	10	12	05	01	06	-09
SQ2A	Satisfaction with health insurance	05	14	02	06	24	08	15	-01
SQ2B	Satisfaction with life insurance	03	09	01	06	40	09	05	-02
SQ2C	Satisfaction with retirement plan	05	15	04	06	48	06	13	00
SQ2D	Satisfaction with annual leave	04	11	05	02	87	01	-14	-04
SQ2E	Satisfaction with sick leave	06	14	06	02	84	-03	00	-03
SQ2F	Satisfaction with pay	10	22	17	10	39	01	27	08
SQ3A	Importance of health insurance	-01	-01	02	-01	09	32	02	00
SQ3B	Importance of life insurance	00	07	07	02	03	40	15	01
SQ3C	Importance of retirement plan	01	02	07	00	07	47	02	05
SQ3D	Importance of annual leave	03	00	04	00	-02	82	03	-02
SQ3E	Importance of sick leave	01	03	06	01	02	82	04	-02
SQ3F	Importance of pay	01	-02	01	00	00	52	-03	00
E8	I do a lot of unnecessary work*	30	20	19	19	02	05	12	-13
E23	The work I do is important	12	06	44	00	03	12	07	-01
E52	Org makes important contribution	13	07	21	06	07	08	07	-01
SQ13	Work I do supports my org mission	14	02	19	02	04	05	04	-02
E1	Job makes good use of my abilities	30	13	63	11	05	03	06	-10
E20	I find my work challenging	22	10	72	10	05	02	07	-08
E5	I am able to get the trng I need	34	14	12	16	05	00	08	-09

(Continued)

\* Item was reflected

\*\* Decimal points omitted

Table E-I (Continued)

Rotated Factor Loadings of Items Involving Retention/Career Plans; Job Satisfaction; Employee/Management Relationships; Evaluation of Unit Performance; Management Care and Concern for Employees (Employee Questionnaire)

Item No.	Abbreviated Item Content	Factor**						
		I-IX	I-X	I-XI	I-XII	I-XIII	I-XIV	I-XV
E14	Have skills I need to do job well	03	19	-01	05	02	-01	34
E18	Trng recvd is helpful in doing work	21	05	-03	00	12	-02	29
E22	I am often bored with my job*	06	13	-05	-01	03	04	-07
E28	Often too little work to keep busy*	03	23	-03	00	03	01	-12
SQ22	I would rather not be a supervisor*	-01	27	04	01	-01	03	-01
E16	Informed about chgs that affect me	12	02	-03	01	08	03	19
SQ10	I have a written IDP	64	01	-03	-03	03	03	03
SQ11	Got trng indicated on IDP over last yr	62	-02	-02	01	04	02	14
SQ29	Management is competent	06	11	-03	04	10	03	02
SQ32	Mgmt makes timely decisions	10	07	-04	01	07	04	07
SQ36	Mgmt keeps employees informed	14	07	-04	04	09	03	07
SQ8	Supv helps get me trng & exp I need	36	01	-01	04	07	02	21
SQ9	Supv & I discuss trng/dev needs once yr	45	01	-03	00	05	-01	05
SQ19	Supv is technically competent	03	08	-01	02	07	05	-06
SQ20	Supv competent in people skills	05	05	-01	02	03	02	-04
SQ21	Supv makes decisions I (sh)could make*	00	-04	-05	02	02	03	02
E40	Supv outlined my goals/priorities	08	11	-06	02	01	-01	15
E41	Supv hard to talk to*	01	05	-01	02	00	04	-01
E42	Supv would take necessary correc action	06	06	-03	-04	01	-03	04
E43	Supv lets me know how I am doing	13	04	-02	01	02	-01	05
E44	Supv encourages ideas/suggestions	08	04	-02	00	03	00	-02
E47	I have a good supervisor	-02	03	-02	01	01	02	-02
E48	Supv gives me support I need	01	05	-03	02	02	03	04
SQ18	Supv interest in employee welfare	14	05	-01	02	02	03	-04
E29	My unit is efficiently organized	02	05	-04	01	08	-04	21
E36	My work group is well run	-01	09	-04	00	05	-04	16
E56	Mgmt concerned w/ civilian empl	13	05	-08	05	08	02	07
E63	Can get help for drug/alco prob here	04	14	-07	-02	-02	-12	06
SQ31	Mgmt treats empl w/ respect	09	10	-02	05	07	03	02
SQ35	Mgmt listens to empl at my level	12	08	-03	05	05	03	-01

(Continued)

\* Item was reflected

\*\* Decimal points omitted

Table E-1 (Continued)

Rotated Factor Loadings of Items Involving Retention/Career Plans; Job Satisfaction; Employee/Management Relationships; Evaluation of Unit Performance; Management Care and Concern for Employees (Employee Questionnaire)

Item No.	Abbreviated Item Content	Factor**						
		I-IX	I-X	I-XI	I-XII	I-XIII	I-XIV	I-XV
E66	I plan to remain with Army till retirement	00	11	-28	-14	01	-06	11
E3	I have good job security	12	-01	-05	08	11	09	11
E17	Freq think about quitting my job*	01	-03	-20	-04	01	-01	12
E24	Pleased w/ career prog in Army	13	-12	-08	04	02	03	14
SQ5A	Leave current job for other work	-03	-09	03	01	-02	-05	-01
SQ5B	Leave current job for other agency	-02	-09	07	-02	-03	00	-04
SQ5C	Leave current job for more growth pot	-05	12	17	-01	-03	-01	-06
SQ5D	Leave current job for outside govt	-03	-11	55	-01	-04	-02	01
SQ5E	Leave job for outside govt at more pay	-04	05	78	01	-02	-01	-03
SQ26	Recmd a career w/ Federal govt	05	17	-13	06	03	02	02
SQ27	Recmd a career w/ the Army	06	18	-09	02	04	02	02
SQ28	Recmd a career in this organization	06	10	-06	02	07	00	07
E2	All in all, I am satisfied with job	01	-02	-05	03	01	-01	17
E78A	Satisfaction re: eating facilities	03	00	-03	03	02	-08	02
E78B	Satisfaction re: parking facilities	-02	-03	-05	-01	06	00	07
E78C	Satisfaction re: transportation	04	-03	-01	03	09	-01	08
E78D	Satisfaction re: supplies	06	00	-03	00	73	01	06
E78E	Satisfaction re: tools/equipment	06	02	-03	00	68	02	09
E78F	Satisfaction re: restrooms	03	05	00	00	07	03	-03
E78G	Satisfaction re: ventilation	02	07	03	02	01	29	-02
E78H	Satisfaction re: air conditioning	04	05	00	-03	02	61	-02
E78I	Satisfaction re: heating	04	06	-03	01	01	55	01
E78J	Satisfaction re: lighting	03	07	-02	05	06	27	01
E78K	Satisfaction re: size of work area	-03	-03	-06	06	02	04	08
E78L	Satisfaction re: sanitation	05	08	-01	00	04	-05	-01
E78M	Satisfaction re: health services	06	08	-04	01	05	-08	01
E78N	Satisfaction re: work conditions	03	06	-03	02	09	05	01
SQ2A	Satisfaction with health insurance	00	05	-01	52	-01	-01	07
SQ2B	Satisfaction with life insurance	-02	05	01	47	00	00	05
SQ2C	Satisfaction with retirement plan	03	-02	-04	27	04	01	07
SQ2D	Satisfaction with annual leave	02	05	-04	-04	04	01	-03
SQ2E	Satisfaction with sick leave	01	05	-02	-02	04	01	-03
SQ2F	Satisfaction with pay	03	-18	-10	18	-01	-02	10
SQ3A	Importance of health insurance	00	-05	-01	-51	-01	00	00
SQ3B	Importance of life insurance	00	05	-03	-39	-01	-02	02
SQ3C	Importance of retirement plan	00	05	-09	-29	02	-01	03
SQ3D	Importance of annual leave	00	-02	-01	11	-01	-01	01
SQ3E	Importance of sick leave	00	-04	-01	03	-01	-03	02
SQ3F	Importance of pay	-01	08	01	-03	01	03	-02
E8	I do a lot of unnecessary work*	-01	02	-08	01	05	06	14
E23	The work I do is important	01	46	-05	-03	-01	-01	05
E52	Org makes important contribution	00	51	-03	02	03	-02	11
SQ13	Work I do supports my org mission	01	55	-05	05	01	02	12
E1	Job makes good use of my abilities	05	04	-02	03	01	01	13
E20	I find my work challenging	13	14	00	-04	03	-01	-05
E5	I am able to get the trng I need	27	00	-03	02	11	00	48

\* Item was reflected

\*\* Decimal points omitted

Table E-J

Rotated Factor Loadings of Items Involving Evaluation of CPO Services; Selection; Grievances/Discrimination; Performance Appraisals; Promotion (Supervisor Questionnaire)

Item No.	Abbreviated Item Content	Factor**				
		J-I	J-II	J-III	J-IV	J-V
S43	Info on pers prog from CPO helpful	57	18	06	10	29
S44	CPO understands unit mission, oper	60	21	06	23	23
S46	CPO refers candidates promptly	58	14	01	14	10
S56	CPO treats people courteously	59	12	08	05	11
S62	CPO informs supv re: pers changes	62	14	06	06	20
SQ48	Job desc responsibility of pers office	-03	-04	-27	04	10
S6	Sat w/ qual of those referred for vacancy	22	09	03	06	09
S58	Those referred are usually qualified	30	19	04	09	08
S42	M.M.P. helps me hire the best qualified	28	30	02	05	27
S65A	CPO re: filling jobs	64	12	07	23	01
S65B	CPO re: arranging training	45	14	12	21	05
S65C	CPO re: grading jobs	49	22	07	34	02
S65D	CPO re: advice on reorganization	25	09	69	68	04
S65E	CPO re: handling RIFS	18	04	05	60	12
S65F	CPO re: planning staffing needs	23	09	09	74	09
S65G	CPO re: counseling employees	26	09	07	40	14
S65H	CPO re: advice on discipl matters	28	09	09	26	13
S65I	CPO re: adm performance award prog	37	13	16	25	15
SQ6	Understand how perf appraisal sys works	12	09	43	01	13
SQ7	Helped devel my performance standards	06	17	39	07	04
SQ14	Perf std help me understand expectations	11	13	20	04	54
SQ38	Consider org goals in devel perf stds	07	03	67	06	14
SQ39	My emp participates in devel perf stds	05	07	68	06	-01
SQ40	Discuss perf stds at beginning of period	01	01	68	09	19
SQ41	Counsel emp immediately at poor perf	02	-03	48	10	25
S3	P.A.S. helps improve empl performance	18	15	13	07	55
S14	I.A.P. good way to motivate employees	14	16	11	04	47
SQ1	Last written perf appraisal recvd	01	00	09	03	-08
SQ23	I rcve an award if perf especially well	10	34	10	09	36
SQ24	Medal as important as cash award	08	02	01	06	18
SQ34	Mgmnt rewards innovative empl	20	43	10	11	39
S30	I am satisfied w/ chances for prom	17	45	-01	12	24
S25	Job placement/prom are unfair here*	22	62	08	07	06
S35	Best qual people sel for prom here	21	77	07	05	09
S10	Equal chance to compete for prom here	19	70	12	07	10
S38	Top mgmnt supports EEO	14	36	11	01	20
S49	Age will not affect prom chances	13	43	06	06	17
S50	Women get pref treatment in prom*	06	20	03	-01	19
S51	Men get pref treatment in prom*	03	12	07	04	-03
S52	Minorities get pref treatment in prom*	12	10	03	00	11
S53	Non-minorities pref treatment in prom*	01	15	10	04	-03

(Continued)

\* Item was reflected

\*\* Decimal points omitted

Table E-J (Continued)

Rotated Factor Loadings of Items Involving Evaluation of CPO Services; Selection; Grievances/Discrimination; Performance Appraisals; Promotion (Supervisor Questionnaire)

Item No.	Abbreviated Item Content	Factor**				
		J-VI	J-VII	J-VIII	J-IX	J-X
S43	Info on pers prog from CPO helpful	15	06	06	07	-.04
S44	CPO understands unit mission, oper	11	10	00	03	-.04
S46	CPO refers candidates promptly	22	02	01	-.04	05
S56	CPO treats people courteously	04	04	08	10	-.04
S62	CPO informs supv re: pers changes	08	02	05	13	02
SQ48	Job desc responsibility of pers office	00	-.01	-.08	-.06	-.04
S6	Sat w/ qual of those referred for vacancy	78	02	00	01	01
S58	Those referred are usually qualified	69	04	01	02	05
S42	M.M.P. helps me hire the best qualified	44	06	-.01	05	02
S65A	CPO re: filling jobs	21	03	01	08	14
S65B	CPO re: arranging training	06	01	-.03	23	18
S65C	CPO re: grading jobs	09	10	00	10	11
S65D	CPO re: advice on reorganizations	02	00	04	12	08
S65E	CPO re: handling RIFS	06	-.05	05	12	-.01
S65F	CPO re: planning staffing needs	08	02	04	12	04
S65G	CPO re: counseling employees	04	06	02	54	-.01
S65H	CPO re: advice on discipl matters	-.01	05	06	70	01
S65I	CPO re: adm performance award prog	02	03	03	31	20
SQ6	Understand how perf appraisal sys works	01	04	-.01	13	11
SQ7	Helped devel my performance standard	05	00	01	11	28
SQ14	Perf std help me understand expectations	03	03	03	07	13
SQ38	Consider org goals in devel perf stds	-.02	03	04	00	01
SQ39	My emp participates in devel perf stds	07	-.01	-.01	-.02	07
SQ40	Discuss perf stds at beginning of period	00	00	07	-.04	-.10
SQ41	Counsel emp immediately at poor perf	-.01	02	08	01	-.12
S3	P.A.S. helps improve empl performance	09	07	-.03	06	03
S14	I.A.P. good way to motivate employees	06	09	-.02	05	06
SQ1	Last written perf appraisal recvd	02	-.04	-.03	11	08
SQ23	I rcve an award if perf especially well	03	04	07	03	52
SQ24	Medal as important as cash award	04	05	00	00	00
SQ34	Mgmt rewards innovative empl	09	06	13	04	47
S30	I am satisfied w/ chances for prom	10	05	06	00	11
S25	Job placement/prom are unfair here*	09	13	12	06	10
S35	Best qual people sel for prom here	14	13	08	05	05
S10	Equal chance to compete for prom here	10	05	09	04	03
S38	Top mgmt supports EEO	02	-.09	34	10	10
S49	Age will not affect prom chances	02	14	32	03	02
S50	Women get pref treatment in prom*	02	52	04	04	-.02
S51	Men get pref treatment in prom*	01	10	67	00	05
S52	Minorities get pref treatment in prom*	06	95	-.01	00	06
S53	Non-minorities pref treatment in prom*	-.01	-.07	68	00	-.03

\* Item was reflected

\*\* Decimal points omitted

Table E-K

Rotated Factor Loadings of Items Involving Lack of Barriers to Effective Performance; Organizational Climate; Military/Civilian Relationships (Employee Questionnaire)

Item No.	Abbreviated Item Content	Factor**				
		K-I	K-II	K-III	K-IV	K-V
E12	I understand how my job grade set	10	12	20	29	05
SQ12	I understand my organizations mission	10	07	12	27	13
SQ17	Assgnmnts & trng prep me for advancement	18	10	26	40	07
E30	Empl take sick leave only as needed	44	07	10	11	27
E32	People whose perf hurt by drugs/alco*	15	06	01	06	65
E31	New empl get engh trng to do job	34	30	25	26	14
E34	Those I work w/ do a good job	57	10	15	06	13
E4	Do not get info to do job properly*	17	45	12	23	09
E9	Not engh freedom to do job efficiently*	12	55	14	26	06
E10	Too much work to do a good job*	03	63	10	05	K-01
E13	Work suffers due to interruptions*	08	66	15	04	07
E21	Not engh trng to do job well*	07	32	06	24	10
E37	Lack of org makes productivity suffer*	35	38	21	23	20
SQ15	Can do nothing if disagree w/ perf std*	10	18	12	56	04
SQ16	Career damaged if try & fail something new*	04	21	05	41	05
E33	There are unsafe conditions/practices*	14	18	18	21	54
E39	People in unit work well together	74	10	18	14	05
E61	My organization good place to work	31	24	40	33	07
SQ30	Work groups cooperate w/ each other	46	16	46	23	06
SQ33	Sense of team spirit, family	43	16	54	33	08
E64	Good rel between mil & civilians here	22	16	53	06	06
SQ4	Type of people daily work with	-03	07	13	-17	-14
SQ37	Civilians made to feel important	16	17	73	23	08

\* Item was reflected.

\*\* Decimal point omitted.

Table E-1

Rotated Factor Loadings of Items Involving Understanding Job Parameters; Employee Performance; Employee/Management Relationship; Leadership; Evaluation of Unit Performance; Management Care and Concern for Employees (Employee Questionnaire)

Item No.	Abbreviated Item Content	Factor**				
		L-I	L-II	L-III	L-IV	L-V
E16	Informed about chgs that affect me	34	40	22	21	28
SQ10	I have a written IDP	15	16	70	09	00
SQ11	Got trng indicated on IDP over last year	18	22	68	10	04
SQ29	Management is competent	31	71	14	27	-07
SQ32	Management makes timely decisions	24	71	16	21	01
SQ36	Mgmt keeps employees informed	30	72	21	17	13
SQ8	Supv helps get me trng & exp I need	55	28	48	18	06
SQ9	Supv & I discuss trng/dev needs once year	48	22	54	14	07
SQ19	Supv is technically competent	69	23	16	23	-15
SQ20	Supv competent in people skills	76	27	19	23	-14
SQ21	Supv makes decisions I (sh)could make*	22	13	05	05	03
E40	Supv outlined my goals/priorities	62	26	21	27	21
E41	Supv hard to talk to*	68	19	12	16	04
E42	Supv would take necessary correc action	47	20	13	36	09
E43	Supv lets me know how I am doing	66	25	23	15	23
E44	Supv encourages ideas/suggestions	71	24	19	17	17
E47	I have a good supevisor	85	21	12	20	02
E48	Supv gives me spport I need	82	24	14	19	10
SQ18	Supv interest in employee welfare	76	29	26	19	-08
E29	My unit is efficiently organized	35	34	16	47	24
E36	My work group is well run	45	30	12	56	18
E56	Mgmt concerned w civilian empl	18	60	20	19	10
E63	Can get help for drug/alco prob here	09	18	07	14	09
SQ31	Mgmt treats empl w/ respect	32	76	16	22	-05
SQ35	Mgmt listens to empl at my level	33	72	18	14	01
E12	I understand how my job grade set	12	25	23	14	11
SQ12	I understand my organizations mission	10	16	12	17	-03
SQ17	Assgnmts & trng prep me for advancement	21	33	34	16	-01
E30	Empl take sick leave only as needed	12	14	09	51	03
E32	People whose perf hurt by drugs/alco*	07	09	05	30	-09
E31	New empl get trng to do job	26	32	23	36	22
E34	Those I work w/ do a good job	16	11	05	57	08

\* Item was reflected

\*\* Decimal points omitted

Table E-M

Rotated Factor Loadings of Items Involving Management and Supervision  
(Employee Questionnaire)

Item No.	Abbreviated Item Content	Factor**					
		M-I	M-II	M-III	M-IV	M-V	M-VI
SQ29	Management is competent	31	63	33	15	17	10
SQ31	Mgmt treats empl w/ respect	31	69	34	18	12	12
SQ32	Management makes timely decisions	24	66	29	13	12	14
SQ35	Mgmt listens to empl at my level	31	64	34	25	07	12
SQ36	Mgmt keeps employees informed	29	63	34	17	11	17
SQ18	Supv interest in employee welfare	76	25	20	19	11	17
SQ19	Supv is technically competent	70	21	17	07	13	10
SQ20	Supv competent in people skills	77	25	18	10	13	13
E40	Supv outlined my goals/priorities	64	20	21	11	22	17
E41	Supv hard to talk to*	68	15	15	11	13	07
E42	Supv would take necessary correc action	48	15	22	11	29	08
E43	Supv lets me know how I am doing	64	16	19	34	14	16
E44	Supv encourages ideas/suggestions	70	18	17	23	17	12
E47	I have a good supervisor	84	18	16	12	16	06
E48	Supv gives me support I need	81	20	17	17	17	08
SQ8	Supv helps get me trng & exp I need	57	22	21	22	11	39
SQ9	Supv & I discuss trng/dev needs once year	50	17	18	22	09	47
SQ10	I have a written IDP	18	13	11	12	09	70
SQ11	Got trng indicated on IDP over last yr	22	19	17	11	07	68
E29	My unit is efficiently organized	38	28	25	13	40	14
E36	My work group is well run	47	25	22	15	54	10
E34	Those I work w/ do a good job	17	11	11	03	60	04
SQ30	Work groups cooperate w/ each other	17	51	22	11	41	11
SQ33	Sense of team spirit, family	25	62	23	20	33	12
SQ37	Civilians made to feel important	19	55	33	15	17	14
E39	People in unit work well together	25	18	11	09	68	06
E64	Good rel bwtm mil & civilians here	12	31	28	04	25	07
SQ23	I rcve an award if perf especially well	29	24	22	64	09	14
SQ34	Mgmt rewards innovative empl	26	50	30	54	11	14
E15	Recognized when I do good job	42	22	23	55	13	15
E65	Awards go to deserving people	21	26	47	47	12	11
E79C	Fairness re: awards	26	16	26	64	08	15
E55	Best qual selected for promotions	16	23	64	23	12	11
E50	Fair consideration of grievances	14	19	65	07	08	08
E54	Equal chances to compete for promo	18	22	66	19	11	10
E62	Fair consideration to discr complaint	21	20	71	10	12	08
E58	Top mgmt supports EEO	18	23	55	12	09	08
E67	Age will not affect prom chances	13	18	49	10	11	06
E51	Filing grievance held against me*	22	19	51	12	07	08

\* Item was reflected

\*\* Decimal points omitted



Table E-II

Rotated Factor Loadings of Items Involving Understanding Job Parameters; Lack of Barriers to Effective Performance; Organizational Climate (Employee Questionnaire)

Item No.	Abbreviated Item Content	Factor**	
		N-I	N-II
SQ12	I understand my organizations mission	34	-09
SQ17	Assignments & trng prep me for advancement	54	-02
SQ4	Type of people daily work with	-04	90
E12	I understand how my job grade set	43	05
E31	New empl get engh trng to do job	56	02
E33	There are unsafe conditions/practices*	43	-07

\* Item was reflected

\*\* Decimal points omitted

Table E-0

Rotated Factor Loadings of Items Involving Evaluation of CPO Services; Selection; Performance Appraisal (Employee Questionnaire)

Item No.	Abbreviated Item Content	Factor**			
		0-I	0-II	0-III	0-IV
SQ6	Understand how perf appraisal system works	49	-04	04	04
SQ7	Helped devel my performance standards	44	-05	05	07
SQ1	Last written perf appraisal recvd	03	-02	-02	74
SQ24	Medal as important as cash award	-02	05	78	00
E35	Awards encourage good work	12	-04	13	-02
E76	Lack of higher level vacancies*	07	80	00	-03
E77	I need additional training/experience*	28	09	-01	05
E73	Mgmt intrsd in oppt for fem/minorities	37	03	04	-08
E798	Fairness re: Training	56	08	03	-03

\* Item was reflected

\*\* Decimal points omitted

Table E-P

Rotated Factor Loadings of Items Involving Promotion/Awards; Promotion Fairness; Discrimination/Grievances (Employee Questionnaire)

Item No.	Abbreviated Item Content	Factor**		
		P-I	P-II	P-III
SQ23	I rcve an award if perf especially well	76	19	19
SQ34	Mgmt rewards innovative empl	69	34	25
E15	Recognized when I do good job	67	23	23
E65	Awards go to deserving people	56	40	30
E79C	Fairness re: awards	71	17	27
E11	I am satisfied w/ chances for prom	24	20	59
E75	Promotion system is unfair*	24	31	61
E79A	Fairness re: promotions	35	22	63
E55	Best qual selected for promotions	28	50	50
E50	Fair consideration of grievances	18	69	19
E54	Equal chances to compete for promo	23	50	57
E62	Fair consideration to discr complaint	22	73	24
E58	Top mgnt supports EEO	23	55	24
E67	Age will not affect prom chances	16	43	31
E51	Filing grievance held against me*	25	53	18

\* Item was reflected

\*\* Decimal points omitted

Table S-A

Rotated Factor Loadings of Items Involving Employee/Management Relationships, Leadership, Evaluation of Unit Performance, and Management Care and Concern for Employees (Supervisory Questionnaire)

Item No.	Abbreviated Item Content	Factor**		
		A-I	A-II	A-III
SQ8	Supv helps get me training & experience I need	30	43	61
SQ9	Supv & I discuss trng/dev needs once year	24	42	67
SQ10	I have a written IDP	19	15	63
SQ11	Got training indicated on IDP over last year	22	13	62
SQ18	Supv interest in employee welfare	36	74	30
SQ19	Supv is technically competent	30	68	22
SQ20	Supv competent in people skills	34	76	21
SQ21	Supv makes decisions I (sh)could make*	28	20	13
SQ29	Management is competent	73	34	15
SQ31	Mgmt treats empl with respect	75	32	19
SQ32	Management makes timely decisions	73	24	18
SQ35	Mgmt listens to empl at my level	72	31	19
SQ36	Management keeps employees informed	72	28	23
S21	Mgmt concerned about civilian empl	56	18	25
S29	Feel free to go to supv w/ questions/problems	33	53	22
S36	Info thru official channels accurate	49	17	21
S47	My organization is well run	62	23	19
S48	Superiors understand unit capabilities	57	40	22
S54	My supv keeps me informed	43	53	33
S57	I feel trapped between employees & management*	45	18	17
S60	I get info needed to do my job	54	22	28

\* Item was reflected

\*\* Decimal points omitted

Table S-B

Rotated Factor Loadings of Items Involving Performance Appraisal, Promotions, Grievances and Discrimination (Supervisory Questionnaire)

Item. No.	Abbreviated Item Content	Factor**				
		B-I	B-II	B-III	B-IV	B-V
SQ1	Last written perf appraisal recvd	03	10	-06	-03	-05
SQ6	Understand how perf appraisal system works	14	42	16	00	04
SQ7	Helped devel my performance standards	25	39	10	-01	-03
SQ14	Perf std help me understand expectations	18	22	54	03	02
SQ23	I rcve an award if perf especially well	46	11	40	02	-01
SQ24	Medal as important as cash award	03	01	21	00	06
SQ34	Mgmt rewards innovative empl	57	13	44	08	02
SQ38	Consider org goals in devel perf stds	04	68	13	08	05
SQ39	My emp participate in devel perf stds	11	68	-02	01	00
SQ40	Discuss perf stds at begining of period	-02	69	13	12	03
SQ41	Counsel emp immediately at poor perf	-04	49	20	11	05
S3	P.A.S. helps improve empl performance	17	14	62	-01	08
S5	Merit prom prog more trouble than worth*	22	06	35	04	15
S10	Equal chance to compete for prom here	71	12	09	11	07
S14	I.A.P. good way to motivate employees	17	12	50	00	10
S25	Job placement/prom are unfair here*	67	07	11	12	15
S30	I am satisfied with chances for prom	50	01	25	06	05
S35	Best qual people sel for prom here	77	07	11	10	16
S38	Top mgmt supports EEO	41	12	20	33	-08
S49	Age will not affect prom chances	44	06	16	31	15
S50	Women get pref treatment in prom*	16	02	19	07	56
S51	Men get pref treatment in prom*	18	06	-01	58	09
S52	Minorities get pref treatment in prom*	15	02	16	-04	85
S53	Non-minorities pref treatment in prom*	13	06	-03	75	-06

\* Item was reflected.

\*\* Decimal points omitted.

Table S-D

Rotated Factor Loadings of Items Involving Lack of Barriers to Effective Performance; Organizational Climate; Military/Civilian Relationships (Supervisory Questionnaire)

Item No.	Abbreviated Item Content	Factor **			
		D-I	D-II	D-III	D-IV
S4	Too much red tape in being a supv.*	15	57	07	20
S11	Info thru official channels often late*	34	34	01	10
S15	Not engh people to get work done here*	06	40	04	-03
S20	Easier to ignore infractions*	11	27	10	16
S61	Hands tied when disciplining employees*	22	34	15	31
SQ15	Can do nothing if disagree w/perf std*	21	16	07	62
SQ165	Career damaged if try & fail smthg new*	18	17	06	49
SQ42	Not engh time for perf mgmnt resp*	07	61	12	07
SQ49	Red tape makes it diff to get empl rec*	24	40	00	26
S12	Most subordinates like working here	23	12	82	09
S13	Sugg. prog improves efficiency here	31	15	11	05
S59	Those wrking for me are satisfied w/job	22	15	74	09
SQ30	Work groups cooperate w/each other	59	16	25	20
SQ33	Sense of team spirit, family	65	14	29	22
S32	Good wrkng rel btwn civ & mil here	61	12	15	05
SQ4	Type of people daily wrk with	12	01	-02	-15
SQ37	Civilians made to feel important	78	18	08	08

\* Item was reflected.

\*\* Decimal points omitted.

Table S-C

Rotated Factor Loadings of Items Involving Retention/Career Plans; Job Satisfaction;  
Job Importance; Skill Utilization (Supervisory Questionnaire)

Item. No.	Abbreviated Item Content	Factor**			
		C-I	C-II	C-III	C-IV
S45	I plan to remain with Army till retire	29	16	14	12
SQ5A	Leave current job for other work	-25	-11	05	-04
SQ5B	Leave current job for other agency	-16	-08	00	-03
SQ5C	Leave current job for more growth pot	-10	-05	00	-02
SQ5D	Leave current job for outside govt	-09	-14	-03	-04
SQ5E	Leave job for outside gov at more pay	-07	-18	-02	-04
SQ26	Recommnd a career w/Federal Government	17	86	04	04
SQ27	Recommnd a career w/ the Army	18	77	04	04
SQ28	Recommnd a career in this organization	35	63	00	06
S27	All in all, I am satisfied with job	59	27	-01	08
SQ2A	Satisfaction with health insurance	04	14	00	12
SQ2B	Satisfaction with life insurance	05	08	01	34
SQ2C	Satisfaction w/ retirement plan	11	12	06	46
SQ2D	Satisfaction w/ annual leave	03	00	05	89
SQ2E	Satisfaction with sick leave	02	04	03	86
SQ2F	Satisfaction with pay	09	31	04	32
SQ3A	Importance of health insurance	02	01	34	17
SQ3B	Important of life insurance	07	09	42	06
SQ3C	Importance of retirement plan	05	-01	51	11
SQ3D	Importance of annual leave	01	02	77	-05
SQ3E	Important of sick leave	00	03	81	-04
SQ3F	Importance of pay	04	-03	49	00
S19	Wrk I supv important to Army mission	47	06	11	-03
SQ13	Work I do supports my org mission	41	03	06	00
S7	Could supv more people than I do now	00	-04	-02	-02
S9	Job makes good use of my abilities	75	15	04	08
S17	I find my work challenging	69	13	-01	03
S22	Adq trained/prep to be a supervisor	28	02	03	06
SQ22	I would rather not be a supervisor	25	17	-05	01

(Continued)

\* Item was reflected.

\*\* Decimal points omitted.

Table S-C (Continued)

Rotated Factor Loadings of Items Involving Retention/Career Plans; Job Satisfaction; Job Importance; Skill Utilization (Supervisory Questionnaire)

Item. No.	Abbreviated Item Content	Factor**			
		C-V	C-VI	C-VII	C-VIII
S45	I plan to remain in Army till retire	-22	-02	-29	10
SQ5A	Leave current job for other work	66	04	07	-13
SQ5B	Leave current job for other agency	83	-02	09	-06
SQ5C	Leave current job for more growth pot	59	-03	15	09
SQ5D	Leave current job for outside govt	41	-01	53	-10
SQ5E	Leave job for outside gov at more pay	17	-08	89	05
SQ26	Recommnd a career w/Federal Government	-05	15	-12	12
SQ27	Recommnd a career w/ the Army	-10	13	-14	16
SQ28	Recommnd a career in this organization	-27	06	-08	03
S27	All in all, I am satisfied with job	-32	04	-09	06
SQ2A	Satisfaction with health insurance	01	69	-02	07
SQ2B	Satisfaction with life insurance	-01	53	-02	06
SQ2C	Satisfaction w/ retirement plan	-02	39	-10	-02
SQ2D	Satisfaction w/ annual leave	-06	07	-02	03
SQ2E	Satisfaction with sick leave	-06	09	00	08
SQ2F	Satisfaction with pay	02	34	-16	-11
SQ3A	Importance of health insurance	03	-37	-03	-01
SQ3B	Important of life insurance	06	-16	-06	03
SQ3C	Importance of retirement plan	-01	-18	-09	06
SQ3D	Importance of annual leave	-02	22	03	-06
SQ3E	Important of sick leave	-02	17	-04	-08
SQ3F	Importance of pay	00	-01	06	06
S19	Wrk I supv important to Army mission	-04	03	-05	23
SQ13	Work I do supports my org mission	-03	03	-02	25
S7	Could supv more people than I do now	-05	-02	-02	-39
S9	Job makes good use of my abilities	-16	04	-03	-13
S17	I find my work challenging	-12	00	-01	-03
S22	Adq trained/prep to be a supervisor	-13	05	-09	30
SQ22	I would rather not be a supervisor	-15	00	-02	43

\* Item was reflected

\*\* Decimal points omitted



Table S-E

Rotated Factor Loadings of Items Involving Evaluation of CPO Services, Selection Quality, and Practices (Supervisory Questionnaire)

Item No.	Abbreviated Item Content	Factor**			
		E-I	E-II	E-III	E-IV
S43	Info on pers prog from CPO helpful	62	17	25	02
S44	CPO understands unit mission, oper	60	27	25	06
S46	CPO refers candidates promptly	52	17	32	05
S56	CPO treats people courteously	60	14	12	-04
S62	CPO informs supv re: pers changes	66	16	16	-02
SQ48	Job desc responsibility of pers office	-02	-01	-01	79
S6	Sat w/qual of those referred for vacan	15	06	76	00
S58	Those referred are usually qualified	23	11	75	-02
S42	M.H.P. helps me hire the best quali	32	11	51	00
S6MA	CPO RE: Filling jobs	54	31	30	-05
S65B	CPO RE: Arranging training	45	34	11	-07
S65C	CPO RE: Grading jobs	45	40	20	-04
S65D	CPO RE: Advice on reorganizations	17	70	10	01
S65E	CPO RE: Handling RIFS	12	62	11	03
S65F	CPO RE: Planning staffing needs	15	76	16	04
S65G	CPO RE: Counseling employees	33	57	02	-05
S65H	CPO RE: Advice on discipl matters	38	49	-03	-09
S65I	CPO RE: ADM performance award prog	42	42	05	-05

\*\* Decimal points omitted

Table S-F

Rotated Factor Loadings of Items Involving Understanding Job Parameters;  
Employee Performance (Supervisory Questionnaire)

Item No.	Abbreviated Item Content	Factor**		
		F-I	F-II	F-III
S8	Understand how subord grades are set	16	45	-01
SQ12	I understand my organizations mission	06	43	11
SQ17	Assignments & trng prep me for advancement	19	46	03
S1	Abilities of subordinates well utilized	41	25	16
S16	Subord trng improves job performance	43	23	00
S18	Good emp ideas re: wrk methods/proc	54	10	07
S23	Empl take sick leave only as needed	42	07	35
S31	Workload allows time to guide subord	19	18	05
S39	People whose perf hurt by drugs/alco*	09	07	66

\* Item was reflected

\*\* Decimal points omitted

Table S-6

Rotated Factor Loadings of Items Involving Management/Union Relationships  
(Supervisory Questionnaire)

Item No.	Abbreviated Item Content	Factor**	
		G-I	G-II
S63A	Mgmt & union work cooperatively	74	03
S63B	Need more info on pers pol re: unions*	19	82
S63C	Mgmt considers supv views re: unions	58	14
S63D	I have good working rel w/ union rep	53	10
S63E	I need more trng in union rel*	12	81
S63F	CPO gives good advice re: unions	51	20

\* Item was reflected  
\*\* Decimal points omitted

Table S-H

Rotated Factor Loadings of Items Involving Support and Authority Given Supervisor  
(Supervisory Questionnaire)

Item No.	Abbreviated Item Content	Factor**						
		H-I	H-II	H-III	H-IV	H-V	H-VI	H-VII
S2	Enough authority to fulfill supv duties	-.03	.26	.08	.65	.05	.03	.05
S24	Get subordinates training when needed	-.02	.07	.02	.37	.02	.38	.07
S28	Unclear who has authority here*	-.02	.16	.06	.61	.04	.07	.04
S33	Unit gets adequate support from mgmt	-.01	.10	.04	.69	.05	.10	.07
S64A	Authority to assign work to subord	.24	.41	.36	.22	-.14	.00	.14
S64B	Authority to change job descriptions	.10	.31	.52	.21	.28	.15	.06
S64C	Authority to make/rcmd selections	.11	.37	.49	.23	.15	.13	.09
S64D	Authority to set standards of perf	.17	.40	.60	.19	.09	.10	.04
S64E	Authority to evaluate performance	.31	.54	.36	.25	-.09	.01	.03
S64F	Authority to nominate empl for awards	.32	.39	.32	.29	.01	.20	.05
S64G	Authority to arrange needed training	.13	.27	.17	.24	.06	.88	.11
S64H	Authority to control empl absences	.24	.66	.04	.13	.13	.14	.08
S64I	Authority to approve leave requests	.47	.57	.12	.07	.05	.02	.10
S64J	Authority to take disciplinary action	.23	.69	.14	.25	.09	.07	-.02
S64K	Authority to improve substandard perf	.19	.67	.17	.24	.08	.13	.03
S64L	Authority to chg structure of unit	.05	.24	.20	.28	.63	.12	.09
S64M	Authority to get needed supplies/equip	-.04	.19	.06	.24	.04	.19	.66
S641	Has resp to assign work	.45	.13	.30	.00	-.10	-.03	.16
S642	Has resp to chg job description	.34	.06	.50	-.04	.31	.05	.03
S643	Has resp to rec sel of empl	.36	.05	.47	-.04	.20	.04	.10
S644	Has resp to set work standards	.46	.03	.53	-.03	.11	.01	.01
S645	Has resp to eval work performance	.74	.15	.28	.02	-.03	-.04	-.02
S646	Has resp to nom empl for awards	.81	.09	.26	.03	.03	.08	-.01
S647	Has resp to arrange for training	.54	.05	.23	-.04	.10	.29	.10
S648	Has resp to control for absences	.71	.29	-.04	-.01	.17	.08	.07
S649	Has resp to approve leave	.76	.28	.04	-.02	.10	-.02	.08
S6410	Has resp to take disc action	.71	.24	.10	.02	.11	-.03	-.03
S6411	Has resp to improve perf	.71	.15	.14	.00	.11	.06	.04
S6412	Has resp to chg org structure	.24	.00	.20	-.02	.72	-.02	.06
S6413	Has rep to get needed supplies/equip	.14	-.02	.08	.01	.08	-.01	.66

\* Item was reflected.

\*\* Decimal points omitted.

Table S-I

Rotated Factor Loadings of Items Involving Retention/Career Plans; Job Satisfaction; Employee/Management Relationships; Evaluation of Unit Performance; Management Care and Concern for Employees (Supervisory Questionnaire)

Item No.	Abbreviated Item Content	Factor**					
		I-I	I-II	I-III	I-IV	I-V	I-VI
S45	I plan to remain with Army till retirement	20	15	12	13	06	-19
SQ5A	Leave current job for other work	-26	04	-05	-11	-05	64
SQ5B	Leave current job for other agency	-28	-01	-03	04	-08	76
SQ5C	Leave current job for more growth pot	-20	-01	00	-01	-09	55
SQ5D	Leave current job for outside govt	-18	-03	-04	-12	02	37
SQ5E	Leave job for outside govt at more pay	-17	-03	-02	-15	-04	13
SQ26	Recommnd a career w/ Federal govt	24	05	03	82	03	-03
SQ27	Recommnd a career w/ the Army	25	05	03	75	05	-07
SQ28	Recommnd a career in this organization	50	02	04	55	05	-18
S27	All in all, I am satisfied with job	46	01	05	19	06	-24
SQ2A	Satisfaction with health insurance	06	00	08	13	-02	01
SQ2B	Satisfaction with life insurance	05	00	30	06	02	00
SQ2C	Satisfaction with retirement plan	10	06	43	09	07	00
SQ2D	Satisfaction with annual leave	08	04	89	-01	05	-04
SQ2E	Satisfaction with sick leave	08	02	86	04	03	-05
SQ2F	Satisfaction with pay	16	05	27	26	05	04
SQ3A	Importance of health insurance	-01	33	18	01	07	03
SQ3B	Importance of life insurance	01	42	07	10	02	06
SQ3C	Importance of retirement plan	02	50	11	-01	03	00
SQ3D	Importance of annual leave	00	78	-06	00	-03	-02
SQ3E	Importance of sick leave	-01	82	-05	01	-02	-03
SQ3F	Importance of pay	00	47	-02	-02	02	-01
S19	Work I supv important to Army mission	10	11	-02	08	01	-04
SQ13	Work I do supports my org mission	18	07	01	02	00	01
S9	Job makes good use of my abilities	38	05	03	09	07	-12
S17	I find my work challenging	27	01	01	12	06	-10
S22	Adq trained/prep to be a supervisor	21	04	06	01	22	-09
SQ22	I would rather not be a supervisor*	15	-05	03	20	07	-15
S36	Info thru offcl channels accurate	51	00	08	05	15	-05
S48	Superiors understand unit capabilities	65	05	04	05	13	-11
S57	I feel trapped between empl and mgmnt*	45	-08	05	08	12	-16
S60	I get info needed to do my job	57	00	06	07	21	-11
SQ10	I have a written IDP	30	00	05	02	59	-04
SQ11	Got trng indicated on IDP over last year	33	02	04	05	59	-08
SQ29	Management is competent	79	00	05	19	05	-10
SQ32	Mgmt makes timely decisions	77	03	02	14	07	-06
SQ36	Mgmt keeps employees informed	79	03	01	08	14	-05
S29	Feel free to go to supv w/ ques/prob	47	04	03	00	17	-09
S54	My supv keeps me informed	59	01	01	01	26	-05
SQ8	Supv helps get me trng & exp I need	47	03	05	03	55	-11
SQ9	Supv & I discuss trng/dev needs once yr	42	03	03	07	61	-08
SQ19	Supv is technically competent	52	03	03	03	16	-05
SQ20	Supv competent in people skills	57	01	02	06	17	-06
SQ21	Supv makes decisions I (sh)could make*	33	-01	-01	00	08	-12
SQ18	Supv interest in employee welfare	59	00	02	06	24	-10
S47	My organization is well run	62	01	05	09	09	-14
S21	Mgmt concerned about civilian empl	57	02	06	20	17	-10
SQ31	Mgmt treats empl w/ respect	81	00	04	15	07	-13
SQ35	Mgmt listens to empl at my level	79	01	06	07	08	-12

(Continued)

\* Item was reflected

\*\* Decimal points omitted

Table S-I (Continued)

Rotated Factor Loadings of Items Involving Retention/Career Plans; Job Satisfaction; Employee/Management Relationships; Evaluation of Unit Performance; Management Care and Concern for Employees (Supervisory Questionnaire)

Item No.	Abbreviated Item Content	Factor**				
		I-VII	I-VIII	I-IX	I-X	I-XI
S45	I plan to remain with Army till retirement	23	-01	-02	-30	16
SQ5A	Leave current job for other work	-21	-04	04	07	-06
SQ5B	Leave current job for other agency	-12	-07	-01	12	01
SQ5C	Leave current job for more growth pot	05	-03	-03	16	-10
SQ5D	Leave current job for outside govt	-13	-09	00	58	09
SQ5E	Leave job for outside govt at more pay	02	-01	-08	82	-06
SQ26	Recommnd a career w/ Federal govt	12	03	18	-13	07
SQ27	Recommnd a career w/ the Army	17	02	15	-14	02
SQ28	Recommnd a career in this organization	16	06	06	-07	13
S27	All in all, I am satisfied with job	33	07	04	-07	37
SQ2A	Satisfaction with health insurance	05	02	69	-01	00
SQ2B	Satisfaction with life insurance	08	04	55	-02	-02
SQ2C	Satisfaction with retirement plan	03	-06	43	-10	10
SQ2D	Satisfaction with annual leave	02	04	11	-03	01
SQ2E	Satisfaction with sick leave	02	03	13	01	-01
SQ2F	Satisfaction with pay	-11	-01	38	-17	21
SQ3A	Importance of health insurance	-01	00	-36	-04	06
SQ3B	Importance of life insurance	01	-02	-16	06	12
SQ3C	Importance of retirement plan	10	00	-18	-11	-02
SQ3D	Importance of annual leave	-02	03	22	03	01
SQ3E	Importance of sick leave	-05	02	16	-04	03
SQ3F	Importance of pay	11	00	-02	06	-07
S19	Work I supv important to Army mission	54	04	03	-04	13
SQ13	Work I do supports my org mission	54	05	03	-01	00
S9	Job makes good use of my abilities	33	07	05	-02	56
S17	I find my work challenging	39	11	-01	00	44
S22	Adq trained/prep to be a supervisor	31	-07	06	-07	05
SQ22	I would rather not be a supervisor*	33	01	-01	00	00
S36	Info thru offcl channels accurate	08	01	05	-08	08
S48	Superiors understand unit capabilities	12	22	02	-10	08
S57	I feel trapped between empl and mgmnt*	16	02	05	-04	08
S60	I get info needed to do my job	18	03	07	-06	15
SQ10	I have a written IDP	08	07	-05	00	00
SQ11	Got trng indicated on IDP over last year	04	04	01	01	01
SQ29	Management is competent	13	12	03	-03	01
SQ32	Mgmnt makes timely decisions	06	02	03	-06	-03
SQ36	Mgmnt keeps employees informed	08	04	03	-07	-02
S29	Feel free to go to supv w/ ques/prob	18	40	-02	-05	09
S54	My supv keeps me informed	06	37	05	-08	12
SQ8	Supv helps get me trng & exp I need	06	31	01	-05	08
SQ9	Supv & I discuss trng/dev needs once yr	03	31	01	-03	06
SQ19	Supv is technically competent	03	56	01	-03	02
SQ20	Supv competent in people skills	05	59	03	-02	03
SQ21	Supv makes decisions I (sh)could make*	02	09	02	-04	05
SQ18	Supv interest in employee welfare	05	58	03	-03	05
S47	My organization is well run	26	03	03	-05	14
S21	Mgmnt concerned about civilian empl	08	00	07	-09	12
SQ31	Mgmnt treats empl w/ respect	09	09	02	-01	02
SQ35	Mgmnt listens to empl at my level	10	08	01	-03	00

\* Item was reflected

\*\* Decimal points omitted

Table S-J

Rotated Factor Loadings of Items Involving Evaluation of CPO Services; Selection; Grievances/Discrimination; Performance Appraisals; Promotion (Supervisory Questionnaire)

Item No.	Abbreviated Item Content	Factor**				
		J-I	J-II	J-III	J-IV	J-V
S43	Info on pers prog from CPO helpful	57	18	06	10	29
S44	CPO understands unit mission, oper	60	21	06	23	23
S46	CPO refers candidates promptly	58	14	01	14	10
S56	CPO treats people courteously	59	12	08	05	11
S62	CPO informs supv re: pers changes	62	14	06	06	20
SQ48	Job desc responsibility of pers office	-03	-04	-27	04	10
S6	Sat w/ qual of those referred for vacancy	22	09	03	06	09
S58	Those referred are usually qualified	30	19	04	09	08
S42	M.M.P. helps me hire the best qualified	28	30	02	05	27
S65A	CPO re: filling jobs	64	12	07	23	01
S658	CPO re: arranging training	45	14	12	21	05
S65C	CPO re: grading jobs	49	22	07	34	02
S65D	CPO re: advice on reorganization	25	09	69	68	04
S65E	CPO re: handling RIFS	18	04	05	60	12
S65F	CPO re: planning staffing needs	23	09	09	74	09
S65G	CPO re: counseling employees	26	09	07	40	14
S65H	CPO re: advice on discipl matters	28	09	09	26	13
S65I	CPO re: adm performance award prog	37	13	16	25	15
SQ6	Understand how perf appraisal sys works	12	09	43	01	13
SQ7	Helped devel my performance standards	06	17	39	07	04
SQ14	Perf std help me understand expectations	11	13	20	04	54
SQ38	Consider org goals in devel perf stds	07	03	67	06	14
SQ39	My emp participates in devel perf stds	05	07	68	06	-01
SQ40	Discuss perf stds at beginning of period	01	01	68	09	19
SQ41	Counsel emp immediately at poor perf	02	-03	48	10	25
S3	P.A.S. helps improve empl performance	18	15	13	07	55
S14	I.A.P. good way to motivate employees	14	16	11	04	47
SQ1	Last written perf appraisal recvd	01	00	09	03	-08
SQ23	I rcve an award if perf especially well	10	34	10	09	36
SQ24	Medal as important as cash award	08	02	01	06	18
SQ34	Mgmt rewards innovative empl	20	43	10	11	39
S30	I am satisfied w/ chances for prom	17	45	-01	12	24
S25	Job placement/prom are unfair here*	22	62	08	07	06
S35	Best qual people sel for prom here	21	77	07	05	09
S10	Equal chance to compete for prom here	19	70	12	07	10
S38	Top mgmt supports EEO	14	36	11	01	20
S49	Age will not affect prom chances	13	43	06	06	17
S50	Women get pref treatment in prom*	06	20	03	-01	19
S51	Men get pref treatment in prom*	03	12	07	04	-03
S52	Minorities get pref treatment in prom*	12	10	03	00	11
S53	Non-minorities pref treatment in prom*	01	15	10	04	-03

(Continued)

\* Item was reflected

\*\* Decimal points omitted

Table S-J (Continued)

Rotated Factor Loadings of Items Involving Evaluation of CPO Services; Selection; Grievances/Discrimination; Performance Appraisals; Promotion (Supervisory Questionnaire)

Item No.	Abbreviated Item Content	Factor**				
		J-VI	J-VII	J-VIII	J-IX	J-X
S43	Info on pers prog from CPO helpful	15	06	06	07	-04
S44	CPO understands unit mission, oper	11	10	00	03	-04
S46	CPO refers candidates promptly	22	02	01	-04	05
S56	CPO treats people courteously	04	04	08	10	-04
S62	CPO informs supv re: pers changes	08	02	05	13	02
SQ48	Job desc responsibility of pers office	00	-01	-08	-06	-04
S6	Sat w/ qual of those referred for vacancy	78	02	00	01	01
S58	Those referred are usually qualified	69	04	01	02	05
S42	M.M.P. helps me hire the best qualified	44	06	-01	05	02
S65A	CPO re: filling jobs	21	03	01	08	14
S65B	CPO re: arranging training	06	01	-03	23	18
S65C	CPO re: grading jobs	09	10	00	10	11
S65D	CPO re: advice on reorganizations	02	00	04	12	08
S65E	CPO re: handling RIFS	06	-05	05	12	-01
S65F	CPO re: planning staffing needs	08	02	04	12	04
S65G	CPO re: counseling employees	04	06	02	54	-01
S65H	CPO re: advice on discipl matters	-01	05	06	70	01
S65I	CPO re: adm performance award prog	02	03	03	31	20
SQ6	Understand how perf appraisal sys works	01	04	-01	13	11
SQ7	Helped devel my performance standard	05	00	01	11	28
SQ14	Perf std help me understand expectations	03	03	03	07	13
SQ38	Consider org goals in devel perf stds	-02	03	04	00	01
SQ39	My emp participates in devel perf stds	07	-01	-01	-02	07
SQ40	Discuss perf stds at beginning of period	00	00	07	-04	-10
SQ41	Counsel emp immediately at poor perf	-01	02	08	01	-12
S3	P.A.S. helps improve empl performance	09	07	-03	06	03
S14	I.A.P. good way to motivate employees	06	09	-02	05	06
SQ1	Last written perf appraisal recvd	02	-04	-03	11	08
SQ23	I rcve an award if perf especially well	03	04	07	03	52
SQ24	Medal as important as cash award	04	05	00	00	00
SQ34	Mgmnt rewards innovative empl	09	06	13	04	47
S30	I am satisfied w/ chances for prom	10	05	06	00	11
S25	Job placement/prom are unfair here*	09	13	12	06	10
S35	Best qual people sel for prom here	14	13	08	05	05
S10	Equal chance to compete for prom here	10	05	09	04	03
S38	Top mgmnt supports EEO	02	-09	34	10	10
S49	Age will not affect prom chances	02	14	32	03	02
S50	Women get pref treatment in prom*	02	52	04	04	-02
S51	Men get pref treatment in prom*	01	10	67	00	05
S52	Minorities get pref treatment in prom*	06	95	-01	00	06
S53	Non-minorities pref treatment in prom*	-01	-07	68	00	-03

\* Item was reflected

\*\* Decimal points omitted



Table S-K

Rotated Factor Loadings of Items Involving Lack of Barriers to Effective Performance; Organizational Climate; Military/Civilian Relationships (Supervisory Questionnaire)

Item No.	Abbreviated Item Content	Factor**					
		K-I	K-II	K-III	K-IV	K-V	K-VI
S8	Understand how subord grades are set	07	12	07	13	02	39
SQ12	I understand my organizations missions	05	-05	12	28	05	28
SQ17	Assgnmnts & trng prep me for advancement	21	05	15	30	02	36
S1	Abilities of subordinates well utilized	14	06	34	08	28	23
S16	Subord trng improves job performance	18	-03	12	-04	25	43
S18	Good empl ideas re: work methods/proc	09	-06	20	-03	36	30
S23	Empl take sick leave only as needed	09	05	20	05	50	08
S31	Workload allows time to guide subord	15	71	15	-01	05	14
S39	People whose perf hurt by drugs/alco*	-02	02	09	12	36	-01
S4	Too much red tape in being a supervisor*	17	45	00	25	23	07
S11	Info thru official channels often late*	35	23	-04	19	12	07
S15	Not engh people to get work done here*	07	46	06	08	-03	-11
S20	Easier to ignore infractions*	13	17	00	10	31	11
S61	Hands tied when disciplining employees*	21	20	05	31	40	08
SQ15	Can do nothing if disagree w/ perf std*	17	12	07	55	12	09
SQ16	Career damaged if try & fail something new*	15	14	06	48	09	05
SQ42	Not engh time for perf mgmnt resp*	09	73	06	08	10	10
SQ49	Red tape makes it diff to get empl rec*	23	24	-07	33	21	17
S12	Most subordinates like working here	20	12	75	09	20	15
S13	Sugg. prog improves efficiency here	34	10	05	01	10	14
S59	Those working for me are satisfied w/ job	20	14	69	07	22	18
SQ30	Work groups cooperate w/ each other	55	11	25	24	15	11
SQ33	Sense of team spirit, family	60	10	31	28	10	13
S32	Good working rel between civ & mil here	60	08	15	09	08	08
SQ4	Type of people daily work with	15	03	-01	-13	-09	-01
SQ37	Civilians made to feel important	76	12	08	17	06	12

\* Item was reflected

\*\* Decimal points omitted

Table S-L

Rotated Factor Loadings of Items Involving Understanding Job Parameters; Employee Performance; Employee/Management Relationships; Leadership; Evaluation of Unit Performance; Management Care and Concern for Employees (Supervisory Questionnaire)

Item No.	Abbreviated Item Content	Factor**					
		L-I	L-II	L-III	L-IV	L-V	L-VI
S36	Info thru offcl channels accurate	53	-01	08	06	04	10
S48	Superiors understand unit capabilities	72	01	02	18	-01	12
S57	I feel trapped between empl and mgmnt*	51	-02	16	02	00	19
S60	I get info needed to do my job	63	03	10	10	02	17
SQ10	I have a written IDP	30	06	03	47	03	16
SQ11	Got trng indicated on IDP over last year	31	02	04	47	-02	11
SQ29	Management is competent	79	-01	05	09	06	11
SQ32	Mgmnt makes timely decisions	75	00	05	06	00	06
SQ36	Mgmnt keeps employees informed	77	-02	11	13	07	03
S29	Feel free to go to supv w/ ques/prob	54	02	13	34	03	06
S54	My supv keeps me informed	64	00	08	40	01	01
SQ8	Supv helps get me trng & exp I need	50	00	07	61	03	10
SQ9	Supv & I discuss trng/dev needs once yr	45	00	03	65	02	10
SQ19	Supv is technically competent	56	-01	07	45	04	01
SQ20	Supv competent in people skills	61	-01	10	48	05	01
SQ21	Supv makes decisions I (sh)could make*	35	-02	18	10	04	02
SQ18	Supv interest in employee welfare	64	-03	11	54	06	01
S47	My organization is well run	67	01	04	03	02	26
S21	Mgmnt concerned about civilian empl	61	00	01	09	03	12
SQ31	Mgmnt treats empl w/ respect	80	00	09	11	06	08
SQ35	Mgmnt listens to empl at my level	78	-01	12	10	08	05
S8	Understand how subord grades are set	21	06	00	03	02	24
SQ12	I understand my organizations mission	27	02	01	02	06	18
SQ17	Assgnmnts & trng prep me for advancement	34	02	04	23	01	21
S1	Abilities of subordinates well utilized	27	02	10	-01	06	45
S16	Subord trng improves job performance	18	02	01	07	02	40
S18	Good empl ideas re: work methods/proc	07	02	04	08	02	49
S23	Empl take sick leave only as needed	16	00	14	04	01	46
S31	Workload allows time to guide subord	29	-03	02	02	-11	18
S39	People whose perf hurt by drugs/alco*	06	01	11	01	09	27
S2	Enough authority to fulfill supv duties	59	00	21	09	05	23
S24	Get subordinates training when needed	28	00	06	18	02	19
S28	Unclear who has authority here*	59	01	15	05	04	10
S33	Unit gets adequate support from mgmnt	73	03	06	03	03	12
S64A	Authority to assign work to subord	21	19	36	09	18	05

(Continued)

\* Item was reflected

\*\* Decimal points omitted

Table S-L (Continued)

Rotated Factor Loadings of Items Involving Understanding Job Parameters; Employee Performance; Employee/Management Relationships; Leadership; Evaluation of Unit Performance; Management Care and Concern for Employees (Supervisory Questionnaire)

Item No.	Abbreviated Item Content	Factor**					
		L-VII	L-VIII	L-IX	L-X	L-XI	L-XII
S36	Info thru offcl channels accurate	01	15	04	-04	02	-04
S48	Superiors understand unit capabilities	-02	-02	02	03	00	-08
S57	I feel trapped between empl and mgmnt*	04	11	02	02	01	-16
S60	I get info needed to do my job	04	13	08	05	-01	-16
SQ10	I have a written IDP	07	21	05	-02	00	04
SQ11	Got trng indicated on IDP over last year	05	32	03	03	-05	05
SQ29	Management is competent	02	-02	00	04	-01	18
SQ32	Mgmnt makes timely decisions	01	08	-01	05	-02	30
SQ36	Mgmnt keeps employees informed	01	09	02	00	00	21
S29	Feel free to go to supv w/ ques/prob	-04	-14	03	03	04	-18
S54	My supv keeps me informed	-01	-06	04	03	04	-09
SQ8	Supv helps get me trng & exp I need	01	17	04	04	-04	-02
SQ9	Supv & I discuss trng/dev needs once yr	01	12	05	00	-03	01
SQ19	Supv is technically competent	-03	-22	-04	05	09	-03
SQ20	Supv competent in people skills	-02	-22	-03	07	12	-03
SQ21	Supv makes decisions I (sh)could make*	00	04	01	04	04	-08
SQ18	Supv interest in employee welfare	01	-16	-01	03	09	-03
S47	My organization is well run	04	04	03	05	00	-02
S21	Mgmnt concerned about civilian empl	06	15	-01	02	-05	05
SQ31	Mgmnt treats empl w/ respect	05	02	03	06	00	24
SQ35	Mgmnt listens to empl at my level	02	05	03	01	-01	17
S8	Understand how subord grades are set	07	07	04	-01	-05	-10
SQ12	I understand my organizations mission	08	00	-01	-02	-02	-05
SQ17	Assgnmnts & trng prep me for advancement	10	11	03	01	-09	02
S1	Abilities of subordinates well utilized	04	02	03	04	04	-11
S16	Subord trng improves job performance	00	09	02	02	-08	11
S18	Good empl ideas re: work methods/proc	03	-02	00	03	-07	07
S23	Empl take sick leave only as needed	00	03	00	-01	08	-02
S31	Workload allows time to guide subord	02	16	01	09	-08	-14
S39	People whose perf hurt by drugs/alco*	-04	02	00	-01	09	-03
S2	Enough authority to fulfill supv duties	05	01	05	04	01	-26
S24	Get subordinates training when needed	-01	48	01	06	-02	-01
S28	Unclear who has authority here*	02	09	00	02	00	-06
S33	Unit gets adequate support from mgmnt	01	15	01	05	00	-06
S64A	Authority to assign work to subord	-01	01	75	04	01	-07

\* Item was reflected

\*\* Decimal points omitted

Table S-M

Rotated Factor Loadings of Items Involving Management and Supervision  
(Supervisory Questionnaire)

Item No.	Abbreviated Item Content	Factor**			
		M-I	M-II	M-III	M-IV
SQ29	Management is competent	67	39	23	11
SQ31	Mgmt treats empl w/ respect	70	35	26	16
SQ32	Management makes timely decisions	70	28	19	16
SQ35	Mgmt listens to empl at my level	45	36	25	16
SQ36	Mgmt keeps employees informed	66	33	23	21
S21	Mgmt concerned about civilian empl	52	17	35	21
S36	Info thru offcl channels accurate	40	21	32	14
S47	My organization is well run	57	29	24	12
S48	Superiors undrstd unit capabilities	50	46	23	17
S60	I get info needed to do my job	46	30	23	21
S2	Enough authority to fulfill supv duties	40	38	27	13
S28	Unclear who has authority here*	42	31	23	10
S33	Unit gets adequate support from mgmt	60	28	30	16
SQ18	Supv interest in employee welfare	31	74	19	29
SQ19	Supv is technically competent	25	67	16	21
SQ20	Supv competent in people skills	30	73	13	21
S29	Feel free to go to supv w/ ques/prob	27	58	18	18
S54	My supv keeps me informed	35	58	20	29
SQ8	Supv helps get me trng & exp I need	25	45	21	59
SQ9	Supv & I discuss trng/dev needs once yr	22	42	16	66
SQ10	I have a written IDP	17	17	14	61
SQ11	Got trng indicated on IDP over last yr	21	14	16	60
SQ30	Work groups cooperate w/ each other	60	15	22	15
SQ33	Sense of team spirit . Family	69	24	19	17
SQ37	Civilians made to feel important	67	11	19	23
S32	Good working rel btwn civ & mil here	49	09	20	16
SQ23	I rcve an award if perf especially well	33	29	28	28
SQ34	Mgmt rewards innovative empl	58	28	34	24
S10	Equal chance to compete for prom here	23	11	71	14
S25	Job placement/prom are unfair here*	24	14	64	11
S30	I am satisfied w/ chances for prom	27	25	41	18
S35	Best qual people sel for prom here	28	15	74	14
S38	Top mgmt supports EEO	34	19	33	14
S49	Age will not affect prom chances	23	15	44	12

\* Item was reflected

\*\* Decimal points omitted

Table S-N

Rotated Factor Loadings of Items Involving Understanding Job Parameters; Lack of barriers to Effective Performance; Organizational Climate (Supervisory Questionnaire)

Item No.	Abbreviated Item Content	Factor**			
		N-I	N-II	N-III	N-IV
S8	Understand how subord grades are set	39	08	10	02
SQ12	I understand my organizations mission	48	05	-01	21
S18	Good empl ideas re: work methods/proc	20	38	-15	05
SQ17	Assgnmnts & trng prep me for advancement	47	17	11	01
S11	Info thru official channels often late*	18	22	44	-09
S39	People whose perf hurt by drugs/alco*	06	12	06	32
S15	Not engh people to get work done here*	00	-02	39	-03
S20	Easier to ignore infractions*	05	40	14	13
S61	Hands tied when disciplining employees*	13	43	35	28
SQ49	Red tape makes it diff to get empl rec*	26	25	39	08
S13	Sugg prog improves efficiency here	10	30	17	-14
SQ4	Type of people daily work with	-04	02	07	-22

\* Item was reflected

\*\* Decimal points omitted

Table S-0

Rotated Factor Loadings of Items Involving Evaluation of CPO Services; Selection; Performance Appraisal (Supervisory Questionnaire)

Item No.	Abbreviated Item Content	Factor**		
		0-I	0-II	0-III
SQ48	Job desc responsibility of pers office	-32	01	02
S42	M.M.P. helps me hire the best qualified	06	-01	50
S65I	CPO re: adm performance award prog	20	11	47
SQ6	Understand how perf appraisal system works	59	02	18
SQ7	Helped devel my performance standards	44	09	19
SQ1	Last written perf appraisal recvd	06	78	-03
SQ24	Medal as important as cash award	02	-04	22

\*\* Decimal points omitted

Table S-P

Rotated Factor Loadings of Items Involving Retention/Career Plans; Job Satisfaction; Skill Utilization (Supervisory Questionnaire)

Item No.	Abbreviated Item Content	Factor**	
		P-I	P-II
S45	I plan to remain in Army till retire	29	21
SQ21	Supv makes decisions I (sh)could make*	29	06
SQ2C	Satisfaction w/ retirement plan	10	57
SQ2F	Satisfaction with pay	08	68
SQ22	I would rather not be a supervisor*	48	00
S22	Adq trained/prop to be a supervisor	45	09
S57	I feel trapped btwn empl & mgmt*	60	12

\* Item was reflected

\*\* Decimal points omitted